SECTION A

MANDATE

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A 1. INTRODUCTION

A 1.1 DEFINITION OF AN IDP

The definition of the IDP is as follows:

"A participatory approach to integrate economic, sectoral, spatial, social, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that provides sustainable growth, equity and the empowerment of the poor and the marginalised."

An IDP is therefore a plan that guides the activities and decisions of a Municipality for the next 5 years in terms of Chapter 5 of the Municipal Structures Act, 2000. It is subject to a review process that shall be followed annually to ensure the improvement of service delivery and the effectiveness of the administration of the Municipality.

A 1.2 STATUS OF THE IDP

- The IDP is a plan that applies to the entire Municipality based on the development plans of Provincial and Central Government.
- The IDP is the basis for municipalities to:
  - Identify its key development priorities;
  - Formulate a clear vision, mission and values;
  - Formulate appropriate strategies;
  - Develop appropriate organisational structure and systems to realise the vision and the mission; and
  - Align resources with the development priorities.
- The IDP is a legislative requirement and as such has a legal status. It supersedes all other plans that guide development at Local Government level.

A 1.3 BENEFITS OF THE IDP

A 1.3.1 Focused and Proactive Management

Integrated Development Planning mobilises a Municipality to focus itself, develop a future-directed vision and proactively position itself in a changing environment. Furthermore, it enables a Municipality to gain a better understanding of the challenges it encounters and to identify effective methods to deal with it.

By analysing the future, a municipality, its leaders, other stakeholders and civil society can anticipate future opportunities and threats. They can develop the ability to optimise opportunities, while controlling and minimising the threats. By identifying problems before they occur, a municipality can avoid being trapped in a cycle of crisis management, which consumes valuable financial and human resources – resources which could have been used to take advantage of opportunities.

1.3.2 Institutional Analysis

One of the key components of the IDP process is an internal organisational audit or analysis. Such an analysis allows the municipality to know and understand its own internal operations. On the basis of this understanding the municipality is in a better position to manage the changes that will be required to bring about the desired future.

The aim of this analysis is to identify the municipality's **strengths** and **weaknesses**, including its structures, staff composition and deployment, financial situation and culture. The purpose is not to defend outdated and impractical structures, procedures and practices, but rather to establish an open-minded view of the organisation, to recognise problems, shortcomings, limitations and imbalances and to identify ways to overcome it.

The institutional audit also focuses on exposing the vulnerability of the municipality in terms of identified **threats**. It highlights the capacity of the municipality to optimise **opportunities**, and be proactive and future-directed.

1.3.3 Matching Resources to Needs

Integrated Development Planning provides an opportunity to establish and prioritise the needs to be addressed by a municipality. It grants a municipality the opportunity to inform the community and all stakeholders about available resources, and to involve them in prioritising services and service levels. It enables the municipality to allocate resources – human and financial – in order of priority. It also allows for the design of alternative service delivery mechanisms, such as public/private partnerships.

1.3.4 Project Management

The IDP may be defined as a holistic plan – the final product of the IDP process. It contains a range of projects, all designed to achieve specific development objectives. The IDP sets measurable development objectives and targets. For each of these objectives and targets a municipality assigns tasks – with set target dates and budgets – to specific persons or task teams. The municipality is then able to monitor the course of each action and make adjustments where necessary to ensure that the intended objective is achieved.

1.3.5 Role of the IDP

The IDP sets clear development objectives and targets, and provides direction to improve performance. It sets key performance indicators (KPI's) and the criteria for measuring performance – both for the overall IDP, and for specific projects. As such it enables management to align actions with set objectives.

"Customer satisfaction" also serves as a performance measure. External stakeholders (the "customers" of the municipal services) are involved in identifying and prioritising needs, they are able to judge whether the objectives and targets have been successfully achieved as planned. They are therefore and integral part of the monitoring process.

1.3.6 Realistic Planning

The community may set an idealistic vision for the future. However, by involving all stakeholders in the planning process and empowering them with knowledge about the municipality's strengths and weaknesses, and its resources and responsibilities, the municipality is able to develop a realistic, achievable plan for future development. Stakeholders are also more likely to prioritise their needs and expectations realistically when they are involved in the planning process.

1.3.7 Unification and Consensus Building

Integrated Development Planning provides an opportunity for stakeholders with different needs, priorities and agendas to learn from each other, and to negotiate and compromise around their established viewpoints. The process is not without disagreement and conflict but, if well managed, it can promote consensus and allow compromises and agreements on common development objectives to be reached.

Through this process, councillors and officials also gain a better understanding of the municipality and the respective roles they must fulfil. This can enhance teamwork and promote commitment toward achieving the development and operational objectives contained in the IDP.

1.3.8 Empowerment of Stakeholders

Integrated Development Planning can also be termed "participative planning", because it involves the participation of all stakeholders. In terms of the Constitution, all spheres of government – national, provincial and local – are required to promote "co-operative governance" – that is, government which actively seeks to involve all those who have an interest in or a contribution to make. This is the corner stone of our new democracy and for local government, granting the client base – the citizens and affected stakeholders and groups – an opportunity to be involved in decision-making that affects them. However, meaningful participation entails that communities and stakeholders have to be empowered with the necessary information and knowledge about all the issues that have to be addressed. This will ensure constructive, practical and achievable objectives.

The IDP process is the medium through which such knowledge is channelled to stakeholders, and through which they are empowered to participate in planning for the future. Informed participation enables the community to take shared responsibility for the destiny of the municipality and provides the benefit of greater commitment by stakeholders towards the IDP.

1.3.9 Focused Budgeting

The IDP process facilitates budgeting in accordance with planning – it enables the budget to be linked to the IDP as required by the Municipal Systems Act, 2000. In particular, it provides for strategic management based on a budget, driven by the key development priorities. Stringent financial control and sound financial management are not possible unless there is a focused budget, based on specific objectives with no "fat

reserves" and unallocated resources. Integrated Development Planning, if correctly carried out, ensures that realism dictates the budget.

1.3.10 Change Agent

Planning for future development also means planning for change. This IDP provides a tool for managing the change which automatically comes with development. Through the IDP process the mindsets of people are changed to address the realities of the present and to embrace the opportunities the future holds. The process requires a new approach to management and planning, and determines the rules with which a municipality's structure and people must comply to develop a culture of change management.

A 1.4 LIFE SPAN OF THE IDP

An IDP once adopted, remains effective for a five year period in terms of Chapter 5 of the Municipal Structures Act, 2000, but shall be reviewed annually. This will ensure that priorities that have changed since the adoption of the plan are reflected and incorporated. It also ensures the continuous alignment of the IDP and its strategies with that of national and provincial sector departments.

A 1.5 IDP APPROACH

The IDP is a fully-fledged elaborate process that involved participation of all relevant stakeholders. During 2005 a new approach was followed by Westonaria in that the Executive Mayor had meetings with different sectors of the community e.g. youth, churches, businesses and traditional healers. It is driven by officials and Ward Councillors. It is more a process through which municipalities prepare a strategic development plan. It intends to formulate a common vision, development objectives and strategies for the local municipality.

In order to achieve this, the following stages for the process were introduced and used as a guideline to maximise community participation"

- **Analysis phase:**
    - Consolidated picture of the current reality (scan existing IDPs/Land Development Objectives), in line with the municipality;
    - Service backlogs (housing, sanitation, water, electricity, roads and waste);
    - Institutional capacity (number of professionals per department, staff structure, existing committees, structures and forums);
    - Revenue potential;
    - Expenditure pattern (capital and operational, and include status of projects); and
    - Key development priorities.
- **Strategy phase:**
    - Vision;
    - Development Objectives;
    - Strategies;

- Projects identified; and
- Link Key Performance Areas (KPAs) and objectives to sectoral functions.

- **Project phase:**
  - Formation of project task teams;
  - Preliminary budget allocation to projects; and
  - Designing project proposals.

- **Integration**

  - Screening/revision of projects; and
  - Compilation of integrated programmes/plans.

- **Approval**

  - Discussion by Council;
  - Public comments;
  - District alignment; and
  - Final approval.

The review process of the IDP requires public participation through public meetings. These meetings are advertised through notices placed on Council's notice boards, the local newspapers, Short Message System (SMS) to residents in wards and the use of loud hailing encouraging participation to discuss the draft reviewed IDP.

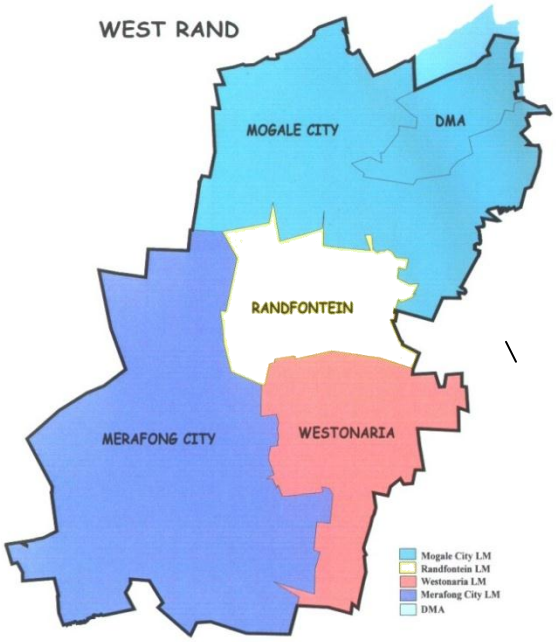
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A 2 WESTONARIA LOCAL MUNICIPALITY

A 2.1 THE STUDY AREA AND ITS LOCATION

The area is known as the **Westonaria Local Municipality(GT483)**, which is a Category B municipality.

Westonaria Local Municipality is located within the jurisdiction of the West Rand District Municipality (WRDM). The WRDM comprises of five municipalities namely Mogale City Local Municipality, Randfontein Local Municipality, Westonaria Local Municipality and Merafong City Local Municipality (MCLM), previously from the North West Province, and the West Rand District Municipality itself.



Westonaria Local Municipality is bordered by Randfontein Local Municipality, Johannesburg Metropolitan Municipality, Merafong City Local Municipality, Sedibeng District Municipality and Emfuleni Local Municipality.

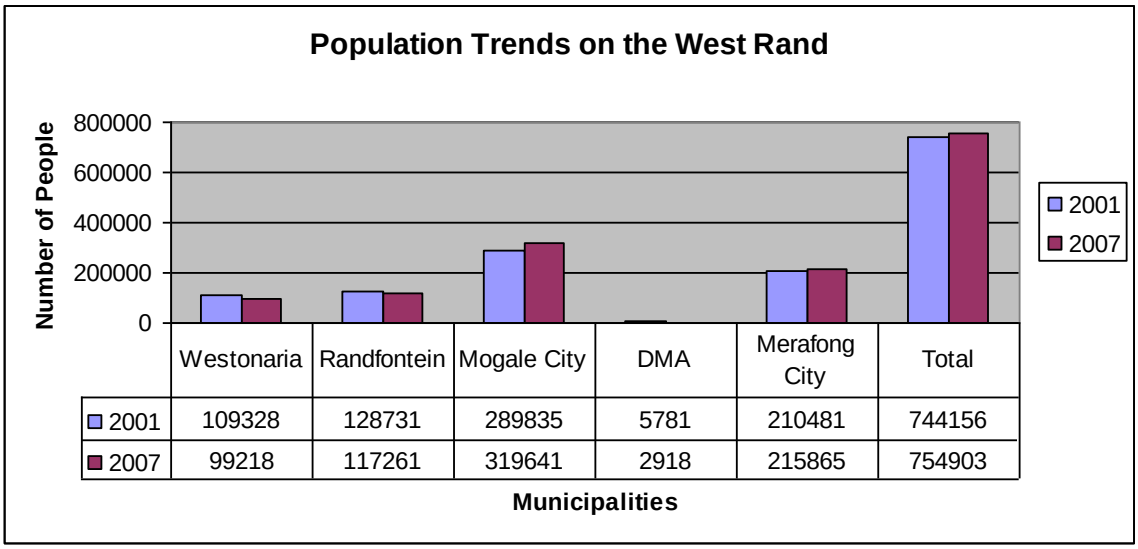
Merafong City Local Municipality previously formed part of the West Rand and its regional planning processes. However, through the demarcation process Merafong City Local Municipality was transferred to North West Province. As from 1 July 2010 Merafong City Local Municipality was incorporated back into Gauteng and the District.

Westonaria Local Municipality is situated approximately 60 km from the economic hub of Gauteng namely Johannesburg, Pretoria and Midrand. The N12 and the R28 nationaland provincial roads respectively as well as the railway line provide easy access to the area. Goods and produce can reach markets and airports fairly easily without sacrificing loss of quality or excessive transport costs.

As indicated in the Regional Integrated Transport Management, the planned Bus Rapid Transport (BRT) node from Lenasia will reduce the travel time of commuters making Westonaria a valued choice to reside in.

Statistics reflected in the Community Survey 2007 is compared to Statistics of 2001 to reflect on trends. A more internal focus is adopted reflecting on the local situation. It is to be noted that the various surveys did not always use the same fields/ categories in the surveys complicating comparison.

Combined Table and Graph No 1: Total population per municipality



	Westonaria	Randfontein	Mogale City	DMA	Merafong City	Total
2001	109328	128731	289835	5781	210481	744156
2007	99218	117261	319641	2918	215865	754903

Source: StatsSA

Situation prior to Merafong City Local Municiaplity's inclusion into Gauteng and the West Rand

Greater Westonaria comprises an area of 616 km^2 representing 25% of the area in the West Rand District Municipality. The population of 99 218 represents 18,4% of the total population on the West Rand.

Situation after Merafong City Local Municipality inclusion into Gauteng and the West Rand

The size of greater Westonaria was not affected when Merafong City Local Municipality; was added to the District, however ratios were affected. Westonaria now represents 15% of the area and the population represents 13% of the total population reflected.

The total number of households in Westonaria according to the Community Survey of 2007 is reflected as 50 675. According to the 2001 Census of StatsSA Westonaria 29 980 households were reported with a breakdown of 12 818 formal households and 16 554 informal ones. The table below is self explanatory and is used in calculations done for service delivery and backlogs.

Table No 1 : Dwelling type

Area	Formal	Informal	Traditional	Other	Total
Mogale city	57,598	24,220	1,418	293	83,529
Randfontein	28,630	7,087	363	85	36,165
Westonaria	12,818	16,554	493	115	29,980
DMA	1,301	261	87	15	1,664
Total 2001 census	**100347**	**48,113**	**2361**	**508**	**151338**

Source: Stats SA: Census 01

A 2.2 AREAS THAT MAKE UP THE MUNICIPAL AREA

The **Westonaria Local Municipality** is characterised by a dispersed urban structure consisting of various urban areas and mining villages spread across the entire municipal area. The urban areas include the following townships as well as rural areas:

- Westonaria
- Bekkersdal
- Simunye
- Venterspost
- Glenharvie
- Hillshaven
- Wagterskop Extension 2
- Nufcor (private township)
- Libanon (mining village)
- Waterpan (mining village)

The rural areas consist of a large number of farms as well as the following agricultural holdings:

- Dennydale - Kocksoord
- Petrograaf
- Ten Acres (South of railway)
- Wagterskop
- West Rand Agricultural Holdings
- West Rand Gardens Estates

A 2.3 DELIMITATION OF WARD BOUNDARIES FOR THE 2011 LOCAL GOVERNMENT ELECTION

Circular 3 of 2009, received from the Municipal Demarcation Board (MDB) outlined the steps to be followed to delimitate ward boundaries in municipalities for the 2011 municipal elections, via a local public participation process.

The aim of the delimitation is to bring voting stations closer to the people and ensure that there are, on average, an equal number of registered voters in each of the wards and in the case of Westonaria, the number of voters per ward have to be between 2702 and 3655.

As the parties could not reach agreement, formal submissions were made to the MDB by 2 April 2010, which they considered. The MDB however, in the absence of convincing arguments and motivations decided not to accept any of the alternative proposalspresented by Council, but to revert back to its own original proposal, which included the addition of a new ward, Ward 16, which includes the area of Cooke 3, Nufcor, West Rand Agricultural Holdings and Syferfontein farm portions. The Zuurbekomarea forms part of the West Rand Agricultural Holdings.

Alternative proposals were again forwarded to the MDB on certain ward delimitations, but the proposals again were rejected and the MDB approved the ward delimitations in line with their proposal in terms of Circular 3 of 2009.

A 2.4 STATUS OF EXISTING PLANNING DOCUMENTS

The Westonaria Town Planning Scheme, 1981
The Westonaria Town Planning Scheme, 1981, is still in operation and is the main **regulative** tool in land use management for areas that have been incorporated into the area under the control of the Scheme.

Gauteng Removals of Restriction Act, 1996

Conditions of establishment
The Conditions of Establishment for each township, together with the Westonaria Town Planning Scheme, regulates development on properties.

Annexure "F" of the Community Development Act, 1984 (Act 4 of 1984)
The abovementioned Act was applicable to Bekkersdal Township, however, the formal Bekkersdal Township has since been incorporated into the Westonaria Town Planning Scheme.

Peri Urban Town Planning Scheme, 1975
All areas within the Westonaria Local Municipality's boundary except those not under the control of the Westonaria Town Planning Scheme, 1981, are controlled by the Peri Urban Town Planning Scheme, 1975.

Gauteng Planning Act

New planning legislation has been compiled and approved. The Act is not in operation due to regulations not promulgated yet. This new planning legislation will replace all current planning legislation.

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A 3. RISKS MANAGEMENT

According to Sections 62(1)(c)(i) and 95 (c)(i) of the Municipal Finance Management Act (MFMA), Act 56 of 2003 the accounting officers are required to ensure that their municipalities have and maintain effective, efficient and transparent systems of risk management.

A 3.1 RISK ASSESSMENT

Strategic and organisational planning sessions are valuable tools assisting Council and management with the process of identifying risks and having appropriate controls in place. Annual risk assessments enable Council to be pro-active and accountable.

Value of risk assessment

Availing information identified in an Risk Assessment will not only assist Westonaria Local Municipality to achieve its objectives but will also assist provincial and national governments, investors and other stakeholders to comprehend the challenges ahead and utilising the available potential to its full extent.

Being able to achieve the abovementioned requires a clear understanding of the strengths and the weaknesses of the municipality as well as understanding and addressing the potential of the organisation, the community, resources, opportunities, etc.

Potential refers to opportunities, be it of economical or other nature, which are not cultivated or fully opened up yet and opportunities already in existence which are not fully utilised.

During October 2010, Council, with the assistance of Gauteng Department of Finance undertook another risk assessment session where the Departments of Council participated in the identifying of organisational risks. Senior management had workshops considering the inputs to develop Operational Risk Registers for the Departments and a Strategic Risk Register for Council. The Risk Register was approved by Council at its meeting held in February 2011.

Summary of the top 11 risks:

Deterioration and aged resources (vehicles), Limitation of growth and development, Loss of Revenue, Loss of Skills, Loss of valuable information, Inability to deliver timely on housing units and eradicating the informal settlements and the pollution of the environment remain risks despite implementing controls.

The following 11 risks needs to be monitored

No	Risk No	Risk description	Impact	Likeli-hood	Inherent risk	Perceived control effect-tiveness	Residual risk
1	16	Deterioration and aged resources (vehicles, infrastructure etc)	5	5	25	90%	22.5
2	4	Limitation on growth and development	5	5	25	80%	20
3	14	Loss of revenue	5	5	25	80%	20
4	8	Loss of key skills	4	5	20		20
5	2	Loss of valuable information	5	4	20	90%	18
6	5	Inability to deliver timeously on housing units and eradicating informal settlements	4	5	20	90%	18
7	15	Pollution of the environment	5	4	20	80%	16
8	7	Poor service delivery	5	4	20	80%	13
9	10	Low staff morale and productivity levels	4	4	16	80%	12.8
10	11	Serious injuries, illnesses or death	4	4	16	80%	12.8
11	1	Possible legal action	4	4	16	65%	10.4

During the Audit of the Year ended 30 June 2011 representatives from the Office of the Auditor-General identified shortcomings in the top 11 risks and indicated that some areas are not properly considered.

The risks not adequately considered are risks:

- Posed by new legislation or regulations
- Associated with business process and the re-engineering of operating processes
- Associated with the lack of qualifications of personnel hired or the extent to which they have been trained or not trained
- Associated with major changes in managerial responsibility
- Resulting from unauthorised employees getting access to vulnerable assets
- Indicated by unauthorised, irregular and fruitless and wasteful expenditure of non-compliance
- Associated with the effectiveness of the Internal Audit Unit due to capacity and qualification limitations
- Associated with Property Plan and Equipment recognised in terms of GRAP 17.

The risks identified by the representatives of the Office of the Auditor-General are to be rated, controls identified and action plans be developed to mitigate the risks.

The Gauteng Department of Finance assisted in developing a draft Risk Management Policy which is circulated to the Executive Managers for inputs and additions prior to submitting it to Council for approval.

Financial Viability

During the 2010/2011 financial year financial viability was the most critical risk impacting on the objectives of Council.

Westonaria Local Municipality received an unqualified Audit Report from the Auditor-General on the financial statements for 2010/11 financial year with three matters of emphasis as compared to four matters of emphasis raised in 2009/2010 financial year during which the Municipality also received an unqualified opinion.

The Report for the year ended 30 June 2011 indicates that the financial management and controls of Council are in good standing.

The financial position of the Municipality improved in the 2010/11 financial year compared to 2009/10 due to improved revenue collection (payment rate of 86% was recorded).

Anti-Fraud and Corruption Policy

The Anti- Fraud and Corruption policy is under review to align it with that of the West Rand District Municipality.

Appropriate mechanisms are in place to report matters requiring monitoring or evaluation.

Opportunities are provided to officials or members of the public to anonymously report matters without being directly linked to the investigation. Supportive evidence however is required.

Confidentiality and anonymity of whistle blowers are respected and there are assurances for the protection of the whistle blowers for reporting the matter(s) and indicated areas of concern.

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A 4. PLANNING TOWARDS 2016 (SWOT ANALYSIS)

A 4.1 STRATEGIC SESSIONS

As indicated previously Westonaria Local Municipality is not functioning in isolation but have close relations with Merafong City Local Municipality, Randfontein Local Municipality, Mogale City Local Municipality and West Rand District Municipality (WRDM). Synergy is needed to acquire the best results towards planning for 2016.

WEST RAND DISTRICT MUNICIPALITY (WRDM)

Prior to the election of the new Council for the West Rand District Municipality (WRDM) workshopswere held setting the tone working towards Vision 2016 and a workshop was held on the Global City Region and attended by the municipalities in the area. Once the new Councillors were elected the WRDM held a strategic session to determine their vision, mission and core values.

A 4.2 STRATEGIC PLAN: WESTONARIA LOCAL MUNICIPALITY

The new Council of Westonaria, after its election in May 2011, held a Strategic Planning Session during September 2011 in Zuurbekom to consider the way forward and to consider ways to support the local economy.

The aims of the Session were to:

- Develop a strategic five year plan for the municipality;
- Analyse and evaluate the current organisational productivity;
- Create a viable economic strategy for Westonaria Local Municipality; and
- Review and re-align the organisation towards Vision 2016.

A strategic session will have little value if no attention is paid to the strengths and weaknesses of an organisation as well as it opportunities and its threats. Quite some time was spent during the workshop determining the influence Westonaria has on its community and the role weaknesses and threats play.

STRENGTHS	WEAKNESSES (AREAS TO BE DEVELOPED)
Integrated sustainable development • Infrastructure master planning **Basic services to communities** • Physical infrastructure • Municipal services **A safe and healthy environment** • Environmental health services **A democratic and accountable government for local communities** **STRENGTHS (continue)** • Broaden local democracy **Business management / leadership** • Stakeholder relations management / communication	**Integrated sustainable development** • Land use management • Human settlements management • Rural development planning **Local economic and social development** • Economic development • Social development • Rural development **A safe and healthy environment** **Weaknesses (continue)** • Community safety **A democratic and accountable government for local communities** • Corporate governance **Business management / leadership** • Strategic positioning • Organisational culture • Business performance management

	Resource management • Human resource management • Financial management • ICT management • Information / knowledge management • Asset management
OPPORTUNITIES	**THREATS**
• Alternative sources of funds • Inter governmental relations framework / stakeholder alliances • ICT developments (eg. provincial broadband) • Economic diversification in the municipality ○ Tourism opportunities ○ Mining related opportunities ○ Job creation opportunities ○ Agriculture development opportunities ○ Transport opportunities ○ Educational opportunities • Supportive requirements • Strategic partnerships (mining, business, etc.) • Availability of land for development through partnerships with land owners • Westonaria Urban Renewal • 2016 Uni-city Vision	• Poverty / unemployment impacting negatively on available resources • Non payment culture in community • Inadequate resources to deal with increasing demands (financial constraints, unfunded mandates, insufficient tax base) • Electricity supply disruptions • Illegal connections leading to risks (water, electricity) • Long lead times on EIA's • Pollution (air, land, water pollution) • Geo-technological complexities • Inadequate inter governmental relations • Illegal immigrants • Infrastructure backlogs • Declining mining sector • Electricity tariff escalation • High crime rate (vandalism, fraud, corruption, theft, substance abuse, etc.)

A new vision, mission and strategic objectives were developed and approved by Council to take Westonaria to 2016 when the concept of a Uni-city is to realise.

A 4.3 STRATEGIC GOALS AND OBJECTIVES FRAMEWORK

The Local Government: Municipal Systems Act, Act No 32 of 2000, states that the Integrated Development Plan (IDP) of a municipality is the key strategic planning instrument guiding and informing planning and development within the area.

An inclusive and strategic plan for development requires that it:

- Links, integrates and co-ordinates plans and considers proposals for development;
- Aligns resources and capacity of the municipality with the implementation plan; and
- Forms the policy framework and general basis for annual budgets.

The strategic goals and objectives assist the municipality to reach the vision and mission it sets out to achieve. During the workshop the strategic goals and objectives were determine. Each and every strategic goal was broken down into manageable objectives with timelines, norms and standards.

The strategic objectives are:

- **To promote integrated sustainable development**
  - Land use management
  - Human settlements management
  - Infrastructure master planning
  - Rural development planning

- **To ensure the provision of basic services to communities**
  - Physical infrastructure (Roads, electricity, public amenities)
  - Municipal services (Water, sanitation, solid waste removal)

- **To promote local economic and social development**
  - Economic development
  - Social development
  - Rural development

- **To provide a safe and healthy environment**
  - Environmental health services
  - Community safety

- **To provide a democratic and accountable government for local communities**
  - Broaden local democracy
  - Corporate governance

- **To ensure internal municipal business excellence**
  - Business management / leadership
    - Strategic positioning (policies, structures, strategic planning, operational planning, focus on core business)
    - Organisational culture
    - Stakeholder relations management / communication
    - Business performance management
  - Resource management
    - Human resource management
    - Financial management
    - ICT management
    - Information / knowledge management
    - Asset management

The Integrated Development Plan (IDP) is a strategic document reflecting the way forward, the needs of the communities and the plans and projects to address it. The outlines projects and targets up to 2015/16.

A 4.4. INDICATORS AND TARGETS

Strategic Goal 1: To promote integrated sustainable development

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 11/12	TARGET 12/13	TARGET 13/14	TARGET 14/15	TARGET 15/16
Land use management	• Illegal land uses resolved versus registered (%)	70	75	80	90	100
	• Land audit revision completed in line with 2016 Uni-City Vision (n)	-	-	1	-	-
	• Revised Spatial Development Framework in line with 2016 Uni-City Vision (n)	1	1	1	1	1
	• Average lead time from land use applications received until approved (days)	90	80	75	70	60
	• Land invasions detected versus responded to (%)	100	100	100	100	100
Human settlements management	• Informal settlements formalised (n)	-	2	-	-	-
	• Human settlement projects planned by Province versus supported (%)	100	100	100	100	100
Infrastructure master planning	• Integrated infrastructure master plan in line with the 2016 Uni-City Vision (n)	-	1	-	-	-
Rural development planning	• Rural development plan available (n)	1	1	1	1	1

Strategic Goal 2: To ensure the provision of basic services to communities

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 11/12	TARGET 12/13	TARGET 13/14	TARGET 14/15	TARGET 15/16
Physical infrastructure *(Roads, Electricity, Public amenities)*	• New tarred roads completed (km)	3.5	10	10	10	10
	• New storm water drainage constructed (km)	3.5	10	10	10	10
	• Tarred roads maintenance completed (km)	60	60	60	60	60
	• Storm water drainage maintenance completed (km)	30	30	30	30	30
	• Dirt roads maintenance completed (km)	110	110	110	110	110
	• Potholes on municipal roads detected versus repaired within 48 hours (%)	75	80	85	90	100
	• New bulk electricity supply capacity (MVA)	20	60	100	100	100
	• Performance against quality of electricity supply standards (%)	100	100	100	100	100
	• New electrical services connections applications received versus installed (%)	90	90	90	90	90
	• Electricity maintenance plan targets met (%)	50	60	70	80	90
	• New street lights installed (n)	120	140	160	180	200

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 11/12	TARGET 12/13	TARGET 13/14	TARGET 14/15	TARGET 15/16
	• Street light / traffic light defaults registered versus repaired / replaced (%)	50	60	70	80	90
	• Building maintenance plan targets met (%)	50	60	70	80	90
	• Public amenities developments planned versus implemented (%)	100	100	100	100	100
	• Community / sports facilities maintenance plan targets met (%)	50	60	70	80	90
	• Community facilities utilisation rate (%)	90	90	90	90	90
	• Average lead time from emergency detected received until resolved within specified time (%)	90	90	90	90	90
Municipal services *(Water, Sanitation, Solid waste removal)*	• Water quality standards met (%) (SANS 241)	100	100	100	100	100
	• Unaccounted water loss reduction (%)	5	5	5	5	5
	• Uninterrupted water supply (%)	90	90	90	90	90
	• Applications for new water connections received versus new water connections installed (%)	90	90	90	90	90
	• Access to water planned versus provided (%) (informal settlements)	90	90	90	90	90
	• Water network maintenance plan targets met (%)	90	90	90	90	90
	• Bulk water capacity available versus required (%)	90	90	90	90	90
	• Bulk sanitation capacity planned versus implemented (%)	90	90	90	90	90
	• Sewer maintenance plan targets met (%)	90	90	90	90	90

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 11/12	TARGET 12/13	TARGET 13/14	TARGET 14/15	TARGET 15/16
	• Performance against effluent treatment standards (%)	90	90	90	90	90
	• New water borne sewer applications received versus connections installed (%)	90	90	90	90	90
	• Increase in access to solid waste removal (%)	85	85	85	90	100
	• Performance against landfill sites standards (%)	60	70	80	90	100
	• New service areas with communal waste skips planned versus implemented (%)	50	60	70	80	90
	• Performance against planned solid waste removal standards (%)	70	80	90	95	100
	• Recycled waste versus total landfill waste (%)	45	50	55	55	55
	• Municipality waste recycling plan targets met (%)	60	70	80	90	90

Strategic Goal 3: To promote local economic and social development

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 11/12	TARGET 12/13	TARGET 13/14	TARGET 14/15	TARGET 15/16
Economic development	• FTE jobs created through economic development projects (n)	MI	MI	MI	MI	MI
	• Internal LED projects planned versus implemented (%)	90	90	90	90	90
	• External LED projects facilitation planned versus implemented (%)	90	90	90	90	90
	• Street trading facilities occupancy rate (%)	90	90	90	90	90
	• SMME business initiatives planned versus implemented (%)	90	90	90	90	90
	• BBBEE spent on capital budget versus actual (%)	-	50	60	70	80
	• Temporary job opportunities created through expanded public works programme and community works programme (n)	2000	2500	3000	3500	4000
Social development	• Library services planned versus provided (%)	90	90	90	90	90

	Strategic Goal 3: To promote local economic and social development PERFORMANCE INDICATOR	TARGET 11/12	TARGET 12/13	TARGET 13/14	TARGET 14/15	TARGET 15/16
	• Integrated social development interventions planned versus implemented (%) (HIV, vulnerable groups, youth, indigent management, sports, arts and culture development, etc.)	90	90	90	90	90
Rural development	• Rural development initiatives planned versus implemented (%)	70	75	80	85	90

Strategic Goal 4: To provide a safe and healthy environment

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 11/12	TARGET 12/13	TARGET 13/14	TARGET 14/15	TARGET 15/16
Environmental health services	• Parks planned versus provided (%)	90	90	90	90	90
	• Cemeteries services planned versus provided (%)	90	90	90	90	90
	• Parks services planned versus provided (%)	90	90	90	90	90
	• Environmental health compliance services planned versus provided (%)	90	90	90	90	90
Community safety	• Traffic services planned versus provided (%)	90	90	90	90	90
	• Security breaches (n)	0	0	0	0	0
	• Performance against licensing agency service level agreement (%)	90	90	90	90	90
	• By law enforcement operations planned versus implemented (%)	90	90	90	90	90

Strategic Goal 5: To provide a democratic and accountable government for local communities

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 11/12	TARGET 12/13	TARGET 13/14	TARGET 14/15	TARGET 15/16
Broaden / local democracy	• Ward committee support programmes conducted versus planned (%)	90	90	90	90	90
	• Ward committee issues raised versus addressed (%)	90	90	90	90	90
	• Council committees' functionality (%)	90	90	90	90	90
	• Ward committee meetings planned versus conducted (%)	90	90	90	90	90
	• Public participation strategy available (n)	1	1	1	1	1
	• Public participation meetings / events / imbizo planned versus conducted (%)	90	90	90	90	90
	• Special mayoral programmes planned versus implemented (%)	90	90	90	90	90
Corporate governance	• Reports required in terms of legislation versus submitted timely (%)	100	100	100	100	100
	• Average lead time from community queries / petitions received until responded to (working days)	7	7	7	7	7
	• Compliance to regulatory framework (%)	100	100	100	100	100
	• Council resolutions made versus executed (%)	90	90	90	90	90
	• Audit queries received versus corrective action taken within specified time (%)	80	85	90	95	100
	• ERM interventions planned versus implemented (%)	90	90	90	90	90

Strategic Goal 6: To ensure internal municipal business excellence

STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	TARGET 11/12	TARGET 12/13	TARGET 13/14	TARGET 14/15	TARGET 15/16
Business management / leadership *(Strategic positioning, Organisational culture, Stakeholder relations management / communication, Business performance management)*	• Policies planned to be developed / reviewed versus developed / reviewed (%)	90	90	90	90	90
	• Organisational climate / employee satisfaction rating (%)	-	40	-	43	-
	• Internal client satisfaction rating (%)	-	45	-	50	-
	• External client satisfaction survey (%)	-	45	-	50	-
	• Performance against SLA's requirements (%)	80	80	85	85	90
	• Stakeholder consultative forums planned to be established versus established (%)	70	70	70	70	70
	• Clean audit report (n)	-	-	1	1	1
	• Unqualified audit report (n)	1	1	-	-	-
	• Performance management system cascaded (%)	10	50	60	70	100
Human Resource management	• Funded positions filled (%)	90	90	90	90	90
	• Skills development plan targets met (%)	80	80	80	80	80
	• Equity targets met (%)	70	75	80	90	100
	• Labour relations issues lodged versus attended to within regulatory guidelines (%)	50	60	65	70	75
Financial management	• Labour cost to total operational cost (%)	33	33	33	33	33
	• Revenue collected actual versus planned (%)	78	80	82	84	85
	• Variance on operational budget spent (%)	10	10	10	10	10
	• Variance on capital budget spent (%)	15	15	15	15	15
	• Creditors paid within 30 days (%)	90	90	90	90	90
	• Average lead time from tender advertisement until service provider appointed / goods delivered (days)	90	90	90	90	90
	• Value of goods / services procured from local suppliers versus total procured (%)	40	45	50	55	60

	Strategic Goal 6:To ensure internal municipal business excellence **PERFORMANCE INDICATOR**	**TARGET 11/12**	**TARGET 12/13**	**TARGET 13/14**	**TARGET 14/15**	**TARGET 15/16**
	• Grants spent versus grants received (%)	100	100	100	100	100
ICT management	• ICT master plan implementation targets met (%)	90	90	90	90	90
Information /knowledge management	• Knowledge management interventions planned versus implemented (%)	90	90	90	90	90
Asset management	• Asset management plan implementation targets met (%)	70	80	90	90	90

A 5. LEGAL FRAMEWORK ANALYSIS

A 5.1 INTRODUCTION

Municipalities are established in terms of Section 12 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), within the legal framework of the Constitution.
Westonaria Local Municipality was established as a category B municipality, within the boundaries of the West Rand District Municipality (WRDM) as Category C. The Municipality has executive and legislative authority and is empowered to govern, on its own initiative, the local governmental affairs of its community, subject to national and provincial legislation, as provided for in the Constitution and other relevant legislation.

A 5.2 THE CONSTITUTION (ACT 108 OF 1996)

In terms of the Constitution, local government is established for the residents of its demarcated areas and shall have differentiated powers, functions and structures according to considerations of democracy, economy, physical and environmental conditions. Local government is autonomous and within limited prescribed by other laws, entitled to regulate its affairs. As a result neither Parliament nor a Provincial legislator may encroach on the powers, functions and structures of a local government to such an extent as to compromise the fundamental status, purpose and character of local government. The powers, functions and structures of local government are to provide services for the maintenance and promotion of the wellbeing of all persons within its area of jurisdiction. This includes providing access to all persons within its area of jurisdiction to water, sanitation, transportation facilities, electricity, primary health services, education, housing and security.

A 5.3 THE MUNICIPAL STRUCTURES ACT (ACT 117 OF 1998)

Chapter 5 of the Municipal Structures Act deals with the general functions and powers of municipalities and stipulates, in section 83(1) thereof, that a municipality has the functions and powers assigned to it in terms of sections 156 and 229 of the Constitution and further stipulates in section 83(2), that these functions and powers must be divided as prescribed, between the district municipality and the local municipalities in its area of jurisdiction.
Section 83(3) of the Municipal Structures Act stipulates that a district municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by –

(a) Ensuring integrated development planning for the district as a whole;
(b) Promoting bulk infrastructural development and services for the district as a whole;
(c) Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
(d) Promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area."

Section 84(1) deals with the functions and powers of district municipalities and stipulates that a local municipality has the functions and powers referred to in section 83(1), excluding those listed in this subsection.
It should be noted that the Minister of Cooperative Governance and Traditional Affairs, may, by notice in the Government Gazette and after consultation with the Cabinet

member responsible for the functional area in question and after consulting the MEC for local government in the province and if applicable, subject to national legislation, authorise a local municipality to perform certain specific functionsof a district municipality, mentioned in Section 84(1) of the Act.

A 5.4 LEGISLATIVE FRAMEWORK

Municipalities operates within a legislative framework which consists of various statutes, which include:

- The Local Government: Transitional Act (Act 209 of 1993);
- The Constitution of the Republic of South Africa (Act 108 of 1996);
- The Local Government: Municipal Structures Act (Act 117 of 1998);
- The Local Government: Municipal Systems Act (Act 32 of 2000);
- The Local Government: Municipal Finance Management Act (Act 56 of 2003);
- The Local Government: Municipal Demarcation Act (27 of 1998); and
- The Municipal Property Rates Act (6 of 2004).

Other Statutes which impacts on the governance of a municipality include the following (the list is not exhaustive):

- The Water Services Act (Act 108 of 1997);
- The National Water Act (Act 36 of 1998);
- The Electoral Act, 1998 (Act 73 of 1998);
- The Promotion of Local Government Affairs Act (Act 91 of 1983);
- The Electricity Act (Act 41 of 1987);
- The Promotion of Access to Information Act (Act 2 of 2000);
- The Promotion of Administrative Justice Act (Act 3 of 2000);
- The National Health Act (Act 61 of 2003);
- The Occupational Health And Safety Act (Act 85 of 1993;
- The Labour Relations Act (Act 66 of 1995);
- The Basic Conditions of Employment Act (Act 75 of 1997);
- The Employment Equity Act (Act 55 of 1998);
- The Skills Development Act (Act 97 of 1998);
- The Unemployment Insurance Act (Act 63 of 2001);
- The Pension Funds Act (Act 24 of 1956);
- The Housing Act (Act 107 of 1997);
- The Prevention of Illegal Eviction from and Unlawful Occupation of Land Act (Act 19 of 1998);
- The Removal of Restrictions Act (Act 84 of 1967);
- Rationalisation of Local Government Affairs Act (10 of 1998);
- The Development Facilitation Act (Act 67 of 1995;
- The Organised Local Government Act (Act 52 of 2003)
- The Expropriation Act (Act 63 Of 1975);
- The Institution of Legal Proceedings Against Certain Organs of State Act (Act 40 of 2002);
- The Arbitration Act (Act 42 of 1965);
- The Public Audit Act (Act 25 of 2004); and
- The National Road Traffic Act (Act 93 of 1996)

A 5.5 BY-LAWS

Section 156 of the Constitution assigns to municipalities the right to make and administer By-laws.
The Westonaria Local Municipality has promulgated the following By-laws:

BY-LAW TITLE	SCOPE
Bursary Loan Fund	Conditions regarding the granting of bursary loans, repayment of bursary loans, security and study loans to Council officials.
Dogs	Requirements for the keeping of dogs, adequate premises and disturbances.
Informal Traders selling goods, Food-Informal Traders selling goods and Food-Vendors	Regulates the activities of Informal Traders selling goods, Food-Informal Traders selling goods and Food-Vendors
Posters	Provisions relating to the requirements for the posting of posters, time periods, removal, types and prohibits.
Railway Service Lines and Private Sidings	Provisions relating to the construction of private sidings, feeder liens, liabilities of owners and penalties.
Hire of Halls	Provisions relating to the hiring and use of the different municipal halls
Walls, Hoardings and Fences	Regulations regarding the construction, alignment, height and elevations of walls, hoardings and fences, materials and repairs, alterations, demolition thereof.
Cemetery	Establishment of a cemetery, admission of visitors, prohibited acts, graves, funerals, exhumation of bodies, re-opening and care of graves, etc.
Library	Regulates membership and use of the public libraries
Public Health	Health Conditions relating to general sanitation.
Refuse (Solid waste)	Provisions relating to the service for the collection and removal of business and house refuse from the premises.
Legal aid to Officers and Servants of Local Authorities involved in Criminal Proceedings	Legal assistance where the employee is charged with a criminal offence committed in the performance of his duty.
Safe-guarding of Swimming pools and Excavations.	Regulations relating to the protection of pools to prevent access thereto, the construction thereof and fencing thereof.
Keeping of Animals, Birds and Poultry	Provisions relating to the requirements for the keeping of animals and conducting of business involving the keeping of animals.
Drainage	Provisions relating to drainage installations and fittings.
Electricity	Control & measures regarding the connection and supply of electricity
Health By-laws for Pre-school Institutions.	Health requirements applicable to pre-school institutions.
Milk	Regulates the distribution and sale of milk and milk products in the municipality
Public Amenities	Regulates the use of public amenities in the municipality

BY-LAW TITLE	SCOPE
Street & Miscellaneous	Provisions relating to actions in or alongside streets.
Water Supply	Supply of water by the Council, metered supplies, water installations, fire extinguishing services, etc.
Street Trading	Provisions relating to the trading in public and designated areas.
Property Rates	To give effect to the Municipality's Property Rates Policy and to provide for matters incidental thereto.

The Municipality is in a process of reviewing all its By-laws in terms of the provisions of Section 15 of the Structures Act, Act 117 of 1998.

A 5.6 DELEGATION OF POWERS AND FUNCTIONS

Municipal Councils have both legislative and executive authority in their respective areas of jurisdiction. Municipal Councils are responsible both for formulating legislation (by-laws) and for developing programmes to implement or execute that legislation. No municipal council can fulfil all its powers and duties without delegating at least some of its powers and functions to its different political structures and officials.. Municipal Councils, however, remain responsible for all their powers and duties, even when they have delegated these powers. Council must therefore receive regular progress reports on the various functions it has delegated, in order to monitor all these functions.

Council, vide C/Res 0264/07(11), adopted a set of Delegated Powers and Functions in November 2007. During the 2012/13 financial year the review of the Delegated Powers and Functions will be finalised and approved by Council.

The current Delegation of Powers document is available from the Manager: Legal Services, Mr B.J. van Niekerk, telephone number (011) 278-3022.

A 5.7 PROMOTION OF ACCESS TO INFORMATION

The right of access to information is created by Section 32 of the Constitution and the Promotion of Access to Information Act, 2000 (PAIA), gives effect hereto by, amongst others:

- Providing and detailing the procedures that must be followed in order to make a request for information;
- Stating to whom the request can be made;
- Detailing the duties of the bodies to whom the request have been made;
- Describing what information can be requested;
- Describing when the requested information must/may be refused; and
- Describing what mechanisms and procedures are available if the request for access to information is refused.

In terms of the provisions of Section 14 of the Promotion of Access to Information Act, 2000, the Information Officer of every Public Body, which includes the Westonaria Local

Municipality, must compile a manual in at least three official languages, which would assist a person to obtain access to information held by the Public Body, subject tocertain limitations in terms of Section 9(b) of the Act. The Manual must be updated, if necessary, at intervals of not more than one year.

A Section 14 Manual has been prepared and approved by Council *vide*C/Res 0256/07(11) in November 2007 and a copy thereof is available for scrutiny at the office of the Manager: Administration, Mrs M Engelbrecht, telephone number (011) 278-3113.
In terms of the provisions of Section 1 of the Act, the Municipal Manager, or anyone acting in that position, is the Information Officer of the Municipality. Me Engelbrecht, the Manager: Administration was designated as Deputy Information Officer in terms of the provisions of Section 17(1). The Deputy Information Officer falls under the direction and control of the Information Officer, who may delegate a power or duty conferred or imposed on him, to her.
The Executive Mayor and, in her absence the Speaker, has been designated by Council as the Relevant Authority of the Municipality, who considers internal appeals in terms of Section 74 of the Act by aggrieved requesters or third parties regarding the decisions of the Information Officer.

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A 6. PROCESS PLAN

A 6.1 INTRODUCTION

Section 28 of the Local Government: Municipal Systems Act, Act No 32 of 2000, states as follows:

"(1) Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.
(2) The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.
(3) A municipality must give notice to the local community of particulars of the process it intends to follow."

Section 34 of the Municipality Systems At, Act No 32 of 2000, states as follows:
"*A Municipal Council-*

(a) Must review its integrated development plan –

(i) Annually in accordance with an assessment of its performance measurements in terms of Section 41; and
(ii) To the extent that changing circumstances so demand; and

(b) May amend its integrated development plan in accordance with a prescribed process."

Annual revision of the Integrated Development Plan (IDP) of Westonaria Local Municipality is needed enabling Council to achieve its objectives and adjust to changing circumstances.

A 6.2 THE PROCESS

□ **IDP Development Process Plan**

The process plan is necessary to ensure proper management and co-ordination of the planning process. Internal as well as external alignment of the Integrated Development Plan (IDP) is needed. Efforts are to be made to align the IDP of Westonaria Local Municipality with those of the district as well as neighboring local municipalities.

The process plan contains the following:
- Institutional structures, roles and functions to link the IDP with the budget;
- Institutional structures to manage the process;
- Time schedule for the planning process; and
- Mechanisms to monitor the process.

□ **The Methodology**

The methodology proposed for the development and compilation of the IDP for 2013 - 2017 for Westonaria Local Municipality is based on the assessment report received from the Gauteng Department: Local Government and Housing, the implementation of the projects, as well as the performance management thereof.

A 6.3 ROLES AND RESPONSIBILITIES

The roles and responsibilities of the internal and external role-players are:

6.3.1 Linkages of IDP to Budget

Position and Role in Process	
	Executive Mayor
Function in IDP process	Responsibility to ensure Council fulfils its legal responsibility by preparing an IDP within legislative and procedural guidelines.
Function in Budgeting process	Responsible to ensure Council fulfils its legal responsibility by preparing an annual budget and a 5 year financial plan within legislative and procedural guidelines.
Role in integration of process	Gives key political support to the proper integration process.
	Council
Function in IDP process	Responsible for approving the IDP.
Function in Budgeting process	Responsible for approving the budget.
Role in integration of process	Ensure that linkages are achieved.
	Municipal Manager
Function in IDP process	Strategic management of the process.
	Responsible that the IDP is delivered as required by legislation and procedures.
Function in Budgeting process	Strategic management of the budgeting process and preparation of 5-year plan.
Role in integration of process	Accounting Officer of the municipality.
	IDP Manager
Function in IDP process	Day-to-day responsibility of the IDP process.
Function in Budgeting process	Day-to-day management of the budgeting process of the specific unit.
Role in integration of process	Ensure that IDP outputs are integrated into the budget:
	□ with Municipal Manager align the timing and outputs of the two processes;
	□ ensure the flow of information from the budget process into the IDP and IDP outputs into the performance management process; and
	□ close cooperation with the Chief Finance Officer.

	Chief Finance Officer
Function in IDP process	Key participation in IDP Steering Committee.
Function in budgeting process	Day-to-day management of the budgeting process.
Role in integration of process	Ensure that IDP outputs are integrated into the budget:
	□ with the IDP Manager align the timing and outputs of the two processes; and □ ensure the flow of information from the budget process into the IDP and the IDP outputs into budgeting process.
	IDP/Budgeting Steering Committee
Function in IDP process	Oversee the effective management of the IDP process. Contribute to assessing the needs and prioritization of projects process.
Function in Budgeting process	Proper organisational linkage with the Budget.
Role in integration of process	Ensure the Terms of Reference of the Steering Committee interlinks the IDP with the budgeting process.
	IDP Representative Forum
Function in IDP process	To provide community stakeholders inputs into all phases of the IDP.
Function in Budgeting process	Provide community stakeholders inputs into consultation parts of the IDP linked to budgeting process.
Role in integration of process	Ensure those Terms of Reference and membership of Forum reflects the contribution to both these processes.

6.3.2 Managing of the Process

Structure/Post	**FUNCTIONS**
	Administrative
Municipal Manager	□ Strategic and senior operational responsibility for the development and management of the total IDP. □ Strategic and senior operational responsibility for ensuring that the implementation programme of the municipality takes place within available resources. □ Strategic and senior operational responsibilities for the revision of the IDP.
IDP/Budget Steering Committee	□ Monitoring effective management of the IDP. □ Strategic management of the municipality's implementation programme. □ Performance management of the implementation programme and its link back to prioritising of projects and further planning. □ Monitoring the roll-out of programme and project implementation as per business plan and budget. □ Monitoring of programme expenditure against budget. □ Monitoring the overall inter-sectoral contributions to programme. □ Resolving resource and inter-sectoral project management problems.

Structure/Post	FUNCTIONS
Integrated Programme Development Teams	□ Ensuring cross-sectoral allocation for prioritised programme delivery. □ Monitoring progress of delivery programme.
Project Task Team	□ Detailed project planning. □ Co-ordinate the inter-sectoral inputs into prioritising and authorised projects. □ Monitoring progress with rollout of project.
Head of Department	□ Making sectoral technical inputs to the planning process including linkage to integrated programme and project planning. □ Managing project implementation by the department. □ Coordinating departmental/functional programmes and project implementation. □ Coordinating agreed departmental planning.
District Municipality	□ Fulfill a coordination role of local municipalities: □ Ensuring horizontal alignment of the IDPs of the various municipalities within the region. □ Ensuring vertical alignment between district and local planning. □ Facilitating vertical alignment of IDPs with other spheres of government and sector departments. □ Preparing joint strategic workshops with local municipalities, provincial and national role-players and other subject matter specialists.
IDP Desk	□ Communication of information to relevant departments of the municipality. □ Managing the linkage of the results of performance management back into the management forums and the annual review of the IDP.

Political	
Structure/Post	**FUNCTIONS**
Mayoral Committee	□ To handle day-to-day political inputs into the overall IDP process. □ To respond to the developing business plan and budget forming the strategic management team. □ Deal with political elements of the implementation of the council programme.
Full Council	□ To ratify the IDP. □ To monitor its implementation. □ Approve the implementation of municipality's agreed upon service delivery programme. □ Agree to any major changes to the implementation schedule of budget.
Portfolio Councillors	□ To provide input on the planning of strategies, programme and project identification. □ To monitor and assess functional and sectoral delivery in accordance with council's agreed programme of delivery.

Structure/Post	FUNCTIONS
Ward Committees	□ To contribute to detailed project design in their local areas. □ To monitor progress with project delivery in the area. □ To liaise with ward members on the progress and quality of the work. □ To assist in mobilizing appropriate community involvement in project delivery.
IDP Representative Forum	□ To take community input into the planning process for integration into plans including five-year plan and one year budget. □ To monitor and evaluate progress in the implementation of the five year plan. □ To make suggestions on ways of improving delivery or reviewing the five year plan. □ Community inputs into detailed project planning. □ Community monitoring and evaluation of the delivery process of specific projects.
Provincial Government * Local Government Department * Sector Departments and * Corporate Service Providers	□ Ensuring horizontal alignment □ Ensuring vertical/sector alignment between provincial sector departments/provincial strategic plans and the IDP process at local/district level by: ° Guiding the provincial sector department's participation in and their required contribution to the municipal planning process. ° Assess the draft IDP's and aligning sectoral programme and budgets with the IDP's. □ Efficient financial management of provincial IDP grants. □ Monitoring the progress of the IDP processes. □ Facilitation of resolution of disputes related to IDP. □ Assist municipalities in the IDP drafting process where required. □ Organising IDP-related training where required. □ Co-ordinate and manage the MEC's assessment of the IDPs to: ° Contribute relevant information on the provincial sector department's plans, programmes; budgets, objectives; strategies and projects in a concise and accessible manner. ° Contribute sector expertise and technical knowledge to the formulation of municipal strategies and projects. ° Engage in a process of alignment with district municipalities. □ Participate in the provincial management system of co-ordination

A 6.4 TIME SCHEDULE

The time schedule and resources requirements are reflected in the table below:

PHASES	TIME FRAME	ADJUSTMENT	ACHIEVEMENTS
Phase 1: Planning Process			
□ Assessment of IDP	August 2011		October 2011
□ Approval of Process Plan by Council	August 2011		September 2011

PHASES	TIME FRAME	ADJUSTMENT	ACHIEVEMENTS
□ Process Plan Availed for public Comment	August 2011		September 2011
□ Complaints on assessment of information	September to November 2011		September to November 2011
□ Community participation to obtain inputs on projects	October 2011		Was scheduled for November 2011 but postponed to February 2012
□ Municipal analysis of needs & projects identified by community	November 2011		February / March 2012
□ Forming Project Task Teams	November 2011		February / March 2012
□ Review of priority issues	January 2012		February / March 2012
□ Consolidation of analysis results	January 2012		March 2012
Phase 2: Strategy Review of IDP			
Review of the following:			
□ Localise strategic guidelines	September 2011		February 2012
□ Creating strategic alternatives	September 2011		February 2012
□ Public debate on Alternatives	October 2011		
□ Defining resources	November 2011		March 2012
□ District level strategy	November 2011		Ongoing

PHASES	TIME FRAME	ADJUSTMENT	ACHIEVEMENTS
meetings/			
□ Analysing and deciding	November 2011		March 2012
Phase 3: Projects			
□ Preliminary budget allocations	January 2012		March 2012
□ Review and designing project proposals	January 2012		
□ Target group participation	February 2012		
□ Project partners	February 2012		
□ Technical project decisions	February 2012		
□ Comments on document from internal departments	September 2011 to February 2012		March 2012
□ Drafting of the IDP Towards 2016 document	February 2012		March 2012
□ Council to approve draft	March 2012		March 2012
□ Submit Draft IDP to MEC for comments	March 2012 (within 10 days of adoption)		April 2012
□ Advertise draft IDP to encourage public participation	April 2012 (within 14 days after adoption) 21 days to comment		April 2012
	Phase 5: Approval		
□ Comments and co-ordination of MEC inputs	April 2012		
□ Final adoption by	May 2012		

PHASES	TIME FRAME	ADJUSTMENT	ACHIEVEMENTS
Council			
□ District level Summaries	May 2012		
□ Submit Final IDP to MEC for comments	June 2012 (within 10 days of adoption)		
□ Advertise Council's adoption of the document	June 2012 (Within 14 days after adoption)		

A 7. MECHANISMS AND PROCEDURES FOR COMMUNITY & STAKEHOLDER PARTICIPATION (CONSULTATION PROCESS)

The IDP is not an isolated document or process. It does not stand separate from developments within the area.

Closer liaison with the community, business community and the mining industry whether formal or informal will influence the end result. Liaison with neighbouring municipalities, the West Rand District and Sector Departments are important to ensure that stakeholders are aware of one another and that development in the area can have an integrated approach.

A 7.1 PUBLIC PARTICIPATION PROCESS

Westonaria Local Municipality throughout the Integrated Development Plan (IDP) planning process endeavours to promote and encourage public participation.

The diversity of the communities, gender, language and education levels were considered.

Preparation for Meetings
Notices of the public meetings are published in the newspapers and English is the language used.

Notices of the said meetings are translated into seTswana and isiZulu and are put up at clinics, libraries and Council's notice boards acknowledging the diversity of the community, gender, language and educational levels.

Messages providing the aim of the meeting, date and time are prepared for the various wards. The messages are broadcast using the loud-hailing system in the relevant wards inviting the community to participate. The Short Message System (SMS) method was applied which seems to be more cost effective.

Ward Councillors, Ward Committees, Community Development Workers (CDWs) and other stakeholders e.g. the youth, disabled, senior citizens etc. are approached to disseminate information to the various communities.

Meetings

This year the Governance Committee resolved to host more than one meeting closer to the voting districts assisting people to easily get to the meetings. Issue reports were given with specific relevance to the particular area or ward.

The public participation process was initially scheduled for November 2011 but rescheduled to February 2012.Starting times of meetings varied from 16:00 to 18:00 considering the profile of the ward. Ward Councillors are consulted prior to setting the times.

The meetings have a formal approach. The vernacular used in the area is used during the meetings making it more accessible to the various communities. The financial situation of Council is explained, sources of income for Council are identified and progress on projects provided.

The importance of participating in the IDP process is explained and the communities are urged to participate and express their needs. Once the presentation is done the community poses questions, report problem areas and name their needs.

Throughout the process it is emphasised that submissions for the IDP and Budget can be made throughout the year and in any format varying from a letter or via the Ward Councillors knowing the circumstances and conditions prevailing in a ward.

The involvement and commitment of the Executive Mayor and the Speaker with the public participation process is very important. Documents used during the public participation process were:

- 2010/11 - Brochure on the IDP and Budget with specific reference to projects undertaken in the wards
- 2011/12 – Brochure outlining the achievements since the new Council took office. These projects were aligned to the IDP and Budget.

Processing the Information

Minutes are taken at the meetings which are forwarded to the Executive Managers for consideration during the planning cycle for the next budget.

Many of the items listed during the public participation process reflect issues of an operational nature which are addressed as soon as possible after the meeting. Capital items, however, require proper planning and budgeting.

Once the inputs of a capital nature are received, the information is forwarded to the various Heads of Department for consideration and cost estimates.

The identified projects are forwarded to the Chief Finance Officer for inclusion on the Draft Budget. The Draft Budget is presented to the Executive Mayor, Speaker, Portfolio Councillors and Unions.

Comments and requests are addressed through the Budget and once the request is not a competency of Council it is reported to the relevant structures at provincial or national government level or the business community.

Once the Draft Budget is approved it is presented to the IDP Representatives Forum.

Submission of Information to Council

Legislation requires that the Draft IDP and Draft Budget be approved by the end of March of each financial year after which it will be availed for public comments again. The Final IDP and Budget are to be approved by the end of May of each financial year.

Issues raised during the meetings

In the past the community mainly used the public participation process to raise complaints with regard to Council's service delivery, programmes, projects, difficulties experienced with other sector departments such as lost identity books, lack of access to social grants, etc.

A new approach was followed when the agenda items guided proceedings at the meetings namely Council's financial situation, progress made with the implementation of projects and discussion of the way forward.

Despite the new approach followed, matters not always linked to local government were also mentioned e.g. requests for improved police services, transport to schools, improved clinic services, issues linked to provincial and national roads, lost identity books and a poor access to social grants. These matters are then reported to the relevant sector department.

The roles and responsibilities of Council and that of the mines functioning in the area are often misunderstood. Often responsibilities of the mines are reported to Council to assist and vice versa.

Cross cutting issues of an operational nature mentioned by most wards were problems experienced with crime, refuse removal, grass cutting, unfriendly services at the Clinics, youth development to be enhanced, appointment of local contractors and recruitment of labour for projects not to be biased.

7.2 IDP REPRESENTATIVE FORUM

An IDP Representative Forum of 13 (thirteen) memberswas initially established representing various interest groups from the community to prioritise the capital projects on the Draft Budget.

As time passed fewer members participated and all efforts to revitalise the Forum were unsuccessful. During 2010/11 financial year it was resolved to bring the secretaries of the Ward Committees and the Community Development Workers on board to assist with the function.

The Municipal Turn-Around Strategy (MTAS) was presented to the IDP Representative Forum for discussion. Minor amendments were suggested and added.

A 7.3 WESTONARIA MINING FORUM

During September 2006 the Westonaria Mining Forum had its first meeting. The Westonaria Mining Forum was officially launched during October 2007 to improve relations and co-ordinate development in greater Westonaria.

The Mining Forum is currently functioning on a regional level in an effort to get all the role players to participate.

A 7.4 CLOSER LIAISON WITH OTHER ENTITIES

Closer liaison with the mining industry and business community, be it formal or informal, will improve the development in the area and will reflect on the developments foreseen by the said sectors. Efforts are to be made to improve closer liaison with other stakeholders in the area. Exchange of information to take place during the various consultation phases set out in the Process Plan proof to be the most appropriate time.

A 7.5 WESTONARIA LOCAL MUNICIPALITY AND THE WEST RAND DISTRICT MUNICIPALITY

Telephonic, electronic and written communications are used to improve relations. The West Rand IDP Coordinators Forum was established. Meetings are scheduled and regularly attended.

Alignment with West Rand District Municipality (WRDM)

Linkage

The current vision and mission of the WRDM compliments the vision of the local municipalities in the district which also links to the vision of the Gauteng Provincial Government.

Westonaria Local Municipality supports the Vision 2016 principles by way of

- Council adopted the Vision 2016 strategic framework review
- The legal agreement was signed by all relevant key stakeholders at the end of October 2011
- Vision 2016 strategies are to form part of the key priority areas and budget for 2012/13 financial year
- Implementing the 2016 Vision Strategies through normal management and committee structures.

Priorities

The following priority areas have been identified and are supported.

- Access to land and housing;
- Poverty alleviation;
- Economic viability;

- Health Care; and
- Public Safety.

A 7.6 CLOSER LIAISON BETWEEN NEIGHBOURING MUNCIPALITIES

Regular scheduled topic related meetings with officials from neighbouring municipalities are taking place improving relations and aligning the aims and objectives of Westonaria Local Municipality with neighbouring municipalities and the District.

Communications, varying in format e.g. telephonic, written and electronic are also used to improve relations. Closer liaison will result in better utilisation of resources and will better manage resources.

A 7.7 DEPARTMENT OF LOCAL GOVERNMENT: MIDP UNIT

The MIDP Unit of the Department of Local Government established a Technical Working Group (TWG) to streamline integrated development planning within Gauteng Province and to assist with alignment between municipalities and sector departments.

The amalgamation of the Department of Local Government with the Department of Housing to become the Department of Local Government and Housing impacted on the effectiveness of the MIDP unit and lesser meetings were held over the past year enabling the Department to iron out roles and responsibilities of the various role players.

Plans and Programmes linked into

The following national binding legislation was taken into consideration in the formulation of the IDP;

- Water Services Development Plan;
- Integrated Transport Plan;
- Integrated Waste Management;
- Spatial Development Framework;
- Housing Strategies and Targets;
- Integrated HIV/AIDS Strategies;
- Integrated Infrastructure Planning;
- Integrated Energy Planning;
- National Environmental Management ActPrinciples;
- Development Facilitation ActPrinciples ;
- Environmental Implementation Plans ; and
- Environmental Management Plans.

A 7.8 ALIGNMENT BETWEEN THE IDP OF WESTONARIA LOCAL MUNICIPALITY AND THE GAUTENG PROVINCIAL PROGRAMME OF ACTION

Westonaria Local Municipality is to link its projects to the Provincial Growth and Development Strategy (PGDS) and National Spatial Development Perspective (NSDP).

The former Department of Local Government committed themselves to lobby with provincial departments to make presentations to Council on the projects planned for the

near future and to address the shortcomings in the IDP. The newly established Gauteng Department of Local Government and Housing also supports this approach.

The opportunity to be followed is to engage with national and provincial sector departments to establish contacts for alignment and outline the need for information on policies, programmes and funds ensuring the IDP is in line with sector requirements and can attract sector budgets. Initially big workshops were held to addressmatters, however one on one meetings proofed to be more effective.

The various budget cycles are coordinated and representatives from the various sector departments liaise with local government counterparts to improve service delivery to the community.

The table reflects the contact numbers and a list of the projects that Council might partner with Provincial department on:

DEPARTMENT	**CONTACT NUMBERS**	**PROJECT**	**WESTONARIA STRATEGIC OBJECTIVES**
Dept of Local Government and Housing	Head of Dept Mr M Mnyani Tel: 011 355 5020	MIG Allocation: Category 1 Infrastructure • Basic Household Services • Electricity, water supply, sanitation, storm-water, roads, refuse removal, street lighting Technical support Establishment of 13 Project Management Units (PMU's) Identification of Extended Public Work Programmes Eradication of water and sanitation backlogs Eradication of electricity backlogs Roll-out plan for Regional Electricity Distributors (REDS)	Provision of physical infrastructure Economic Development Provision of basic services
		Establishment of Technical Assistant Teams consisting of experts to assist municipalities	

DEPARTMENT	CONTACT NUMBERS	PROJECT	WESTONARIA STRATEGIC OBJECTIVES
Housing	Mr Lesiba Sekele Regional Manager Tel: 011 662 8300	Implementation of broad-based urban regeneration To densify housing on well located land Diversification of housing for various markets Mixed Income – Mixed Tenure – Mixed Land use Bekkersdal Renewal Project	Land use management Human Settlement Management
Community Safety	Ms Jennifer Ntlatseng Director: Stakeholder's Co-ordination Tel: 011 689 3619 Fax: 011 689 3650 Mrs. EN Singo Road Safety Cell: 071 855 0109 Tel: 011 355 3061	Participate in all Cluster Crime Combating Forum Activities with South African Police Services (SAPS) Participate in all Cluster Community Policing Forum meetings with SAPS School Safety programmes enhancement Promotion of Road Safety	Community Safety
Health	Dr Nomonde Xundu GDOH District Health Services Tel: 011 355 3081 Fax: 011 355 3549	Reducing avoidable infant deaths Providing maternal and neonatal care to pregnant women Youth programmes to address prevention of teenage pregnancies, smoking, alcohol and drug abuse. Comprehensive HIV/AIDS strategy.	Social Development Environmental health services
Social Development	Ms Tebogo Itumeleng Mogale Region Tel: 011 950 7709	Poverty Alleviation Social Assistance Grants Youth Development School Nutrition Children living & working on the street	Social Development Economic Development

DEPARTMENT	CONTACT NUMBERS	PROJECT	WESTONARIA STRATEGIC OBJECTIVES
Sport, Arts & Culture	Ms Mashudu Magadu Chief Director: Communication, Library, Information Systems & Youth Cell: 083 507 8051 Mr Veli Mnyandu Director: Mass Participation Programme Cell: 083 309 5011 Director: Sport Development & Coordination NtebeMolope Tel 011 355 2602 Cell: 082 330 1158	Archival Services are addressed by this Directorate Grant-in-Aid funding for targeted Youth Development Projects Upgrade of Information & Communication (ICT) Infrastructure at local government level to improve access to internet. Promoting School Sport and establishing centres.	Social Development ICT Management
Education	Mrs EE Froneman District Director: Gauteng West Tel: 011 660 4581 or 011 953 4424	• Negotiations re basic services for schools. • Request an effective billing system for municipal services. • Undeveloped playing fields and grounds at schools. • Bilateral talks with local government re local boundaries. • Eliminating the movement and establishment of settlements without discussing it with GDE	Financial Management

DEPARTMENT	CONTACT NUMBERS	PROJECT	WESTONARIA STRATEGIC OBJECTIVES
Agriculture and Rural Development	Mr Mluleki Ngomane Cell: 082 855 9545	**Agriculture** Farmer support Household food security Community based gardens Homestead food gardens Economics and marketing	Economic development
	Mahlodi Tau	**Environment** Limit biodiversity losses Improvement of the state of rivers and dams in Gauteng Promote optimal utilization and conservation of all natural resources	Environmental health services
		Implement Extended Public Works Projects	Economic Development
Roads and Transport	Mr Mavela Dlamini HOD Tel: 011 355 7301	Conversion of permits to operating licenses Minibus taxi recapitalisation	
	Mr K Sedumedi Chief Operational Officer Div Office of Gautrain Management Agency Tel: 011 298 4901	New Road Construction Maintenance Rehabilitation Public Works Property Management Extended Public Works Programmes are supported.	Physical infrastructure Economic Development

****

A 8. COMMENTS FROM THE MEC OF LOCAL GOVERNMENT

Upon approval of the draft Integrated Development Plan (IDP) by Councilthe document is forwarded to the Member of the Executive Council (MEC) for Local Government and Housing (DLGH) for comments.

The table below reflects the comments received from the MEC on the IDP and Westonaria Local Municipality's response to it.

The table below reflects the comments received from the MEC on the previous IDP and Westonaria Local Municipality's response to it.

A 8.1 COMMENTS BY THE MEC ON THE IDP (2011/2012 FINANCIAL YEAR)

MATTERS RAISED	COMMENTS
DEPARTMENT: INFRASTRUCUTRE	
Unfunded projects in the IDP should be taken up through intergovernmental engagements with sector departments	The municipality will approach various Provincial and National Departments to access grant funding for the projects. The municipality is also participating in the MISA (Municipal Infrastructure Support Agency) engagement process which will also assist with funding.
Service delivery challenges remain an issue. A shift is needed towards projects with a greater impact produced with lesser money. The provincial norms and standards to guide service delivery standards.	Noted. The municipality will endeavour to design, plan and implement high impact service delivery projects in linewith the provincial norms and standards.
Infrastructure maintenance remains a challenge. municipalities are urged to allow 8% of the value of Property, Plant and Equipment (PPE) reflected on the budget for maintenance of the infrastructure network.	The municipality has budgeted8% of the Property, Plant and Equipment (PPE) cost based budget for maintenance for the 2012/13 FY Budget.
Approximately 55% of the residents are using VIP toilets. The MEC indicated that the VIP toilets have a high cost of maintenance and that the municipality should move towards a full water borne sanitation system when upgrading the informal settlements.	The majority of the municipality's informal settlements which account for all the VIP toilets, are situated on dolomitic land and there are plans by both the Provincial government and WLM to relocate these households to safer land. This will ensure that these households have access to water borne sanitation system.
Material losses of R10 m and R6,3 m towards electricity and water distribution losses respectively needs addressing.	A programme "War on Leaks" is being implemented to curb the water losses. Increased investment in maintenance of water and electricity infrastructure and stricter by-law enforcement are also implemented.

MATTERS RAISED	COMMENTS
DEPARTMENT: COMMUNITY SERVICES	
The migration of people to Gauteng creates more densely populated informal settlements. Access to land is an increasing challenge. Municipalities are urged to conduct comprehensive land audits to understand the patterns of land ownership enabling them to deliver on the need for human settlement.	As part of the West Rand Vision 2016 Strategic Framework Plan land audits are going to be undertaken at a regional level and WLM s actively participating in this process.
Progress has been made to improve service delivery and provide free basic services. However, the challenge will be to reduce people's dependence on indigent support. Supporting the community works programme could be used as an exit strategy.	Noted. The WLM has 2000 Community Works Programme (CWP) participants and is targeting to employ 400 people for the EPWP during the 2011/12. This will assist in reducing the dependency of households on the indigent program support.
DEPARTMENT OF FINANCE	
The payment level in the IDP reflects 71% compared to a foreseen payment rate of 80%. This created a shortfall impacting on the delivery of planned projects for the financial year.	A company has been appointed to assist with debt collection and payment levels have improved. Apart from this initiative, indigent residents are registered enabling Council to address the problem from various angles.
DEPARTMENT: CORPORATE SERVICES	
The implementation of building an effective and efficient local government (Outcome 9) needs to be a priority. The filling of vacancies, complying with the employment equity targets and the performance management system needs to be cascaded beyond section 57 employees.	Council is working towards implementing Outcome 9. A total number of 54 critical posts were identified to be filled. 39 Appointments were made whilst 16 people are to be appointed in the near future. The performance management system will be cascaded beyond 57 employees during 2011/12 also targeting the Manager level. During the 2012/13 financial year the PMS will be cascade to all levels within the municipality.
Intergovernmental alignment requires attention and strengthening. The IDPs fell short to work towards the Globally Competitive Gauteng City Region. Closer cooperation is also needed for the integration and coordination of plans and projects within the districts.	The WLM is supportive of the Globally Competitive Gauteng City Region initiative; the current IDP has aligned the Gauteng Plan of Action with the strategic goals and objectives of the municipality. The municipality is also actively participating in the West Rand Vision 2016 initiative which is aligned to the Globally Competitive Gauteng City Region.

MATTERS RAISED	COMMENTS
Improved feedback to the community is requested. The municipality is called to intensify mechanisms through which community needs are translated into municipal programmes.	The public participation process, ward committee meetings, and public ward committees are mechanisms used to improve two way communications ensuring that community needs are translated into municipal programmes.
Key vacant positions such as Head Corporate Services and IDP Coordinator are to be filled since it impacts on the achievement of key IDP objectives.	The Executive Manager: Corporate Services was appointed 1 January 2012. The other post to be filled shortly.
The finalization and implementation of the Human Resource Strategy to manage human capital in achieving the IDP objectives is necessary. It is however important to link the strategy to key processes e.g. Employment Equity Policy and the Work Place Skills Plan.	The Department Local Government and Housing is providing support in reaching this goal.
The Performance Management System is to be cascaded to all levels of staff as well as the preparation of a programme for auditing performance information	A programme is implemented to audit performance information on a quarterly basis.
The 2016 Uni-city vision is acknowledged and indicated. Proposed spatial initiatives should be reflected on how plans are working to realize the vision. The municipality is to partner with West Rand District Municipality to plan for the realization of the 2016 Uni-city Vision.	The municipality is actively participating in all the West Rand Vision 2016 Transformation Committees and the current IDP is aligned to the West Rand Vision 2016 strategic framework plan.

CONCLUSION

The role and value of the IDP is expressed in this chapter with a focus on legislative framework, the process plan and the value of the consultation process. Building on the Comments of the MEC improves the quality of the IDPs and provides future guidance.

This process is only valuable once the study area is understood and the strengths, weaknesses as well as the opportunities, threats and risks identified by Council are addressed.

Section D addresses the strategies, programmes and projects undertaken by Council to address the mentioned issues.

SECTION B

SITUATION ANALYSIS

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B SITUATION ANALYSIS

Looking at greater Westonaria the focus is often on an overall picture. The situation analysis provides the reader the opportunity to focus on a number of components leading to the bigger picture. By looking at the demographics information is given on the population broken down into smaller units e.g. race, age and gender.

The situational analysis focuses on infrastructure addressing housing, electricity consumption, access to piped water and sewerage backlogs, the economy indicates the main employment sectors and initiatives of Council to address job creation through the Expanded Public Works Programme (EPWP), environmental analysis with a focus on acid mine drainage, social development analysis with the focus on education facilities, recreational facilities and clinic services.

Crime prevention and programmes to reduce it are listed.

The Chapter is concluded with a breakdown of the 16 Wards of Westonaria, indicating who the Ward Councillors is, facilities in the wards and the capital projects undertaken in the various wards. A register reflecting the needs of the community indicating how the matters will be address is also included at the end of this Chapter.

B 1. DEMOGRAPHICS

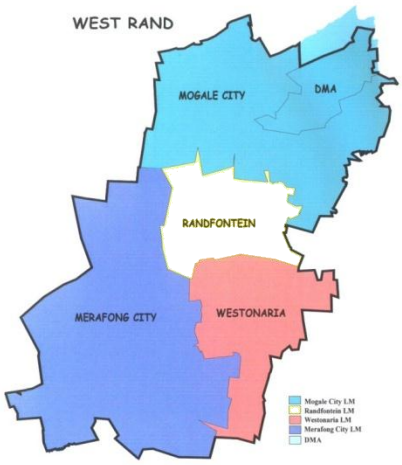
In the past information from Statistics South Africa (StatsSA) released with the Community Survey of 2007 was used. To better align the local municipalities with the West Rand District Municipality (WRDM), the latest information provided by Global Insight for the year 2006 and 2010 was considered but not used. Global Insight uses information issued by StatsSA and extrapolate the information enabling municipalities to work with more recent information.

According to Global Insight there was an increase in the population of greater Westonaria from 99 218 to 109 366 for 2010 but the number of formal houses decrease from 12 818 to 8 507. The decrease represents a total number of 4 311 units.The vast difference in statistics provided by Global Insight and StatsSA forced Westonaria Local Municipality to use statistics provided by StatsSA during the Community Survey of 2007.

The study area is known as the **Westonaria Local Municipality(GT483)**, which is a Category B municipality.

Westonaria Local Municipality is located within the jurisdiction of the West Rand District Municipality (WRDM). The WRDM comprises of five municipalities namely Mogale City Local Municipality, Randfontein Local Municipality, Westonaria Local Municipality and Merafong City Local Municipality (MCLM), previously from the North West Province, and the West Rand District Municipality.

Westonaria Local Municipality is bordered by Randfontein Local Municipality, Johannesburg Metropolitan Municipality, Merafong City Local Municipality, Sedibeng District Municipality and Emfuleni Local Municipality.



Merafong City Local Municipality previously formed part of the West Rand and its regional planning processes. However, through the demarcation process Merafong City Local Municipality was transferred to North West Province. As from 1 July 2010 Merafong City Local Municipality was incorporated back into Gauteng and the West Rand District Municipality.

During the State of the Province Address which was presented by Gauteng Premier, NomvulaMokonyane, it was indicated that the West Rand 2016 Uni-city concept should realise.

Westonaria Local Municipality is situated approximately 60 km from the economic hub of Gauteng namely Johannesburg, Pretoria and Midrand. The N12 and the R28 national and provincial roads respectively as well as the railway line provide easy access to the area. Goods and produce can reach markets and airports fairly easily without sacrificing loss of quality or excessive transport costs.

The planned Bus Rapid Transport (BRT) node from Lenasia will reduce the travel time of commuters making Westonaria a valued choice to reside in.

Population Trends on the West Rand
The following trends are detected.

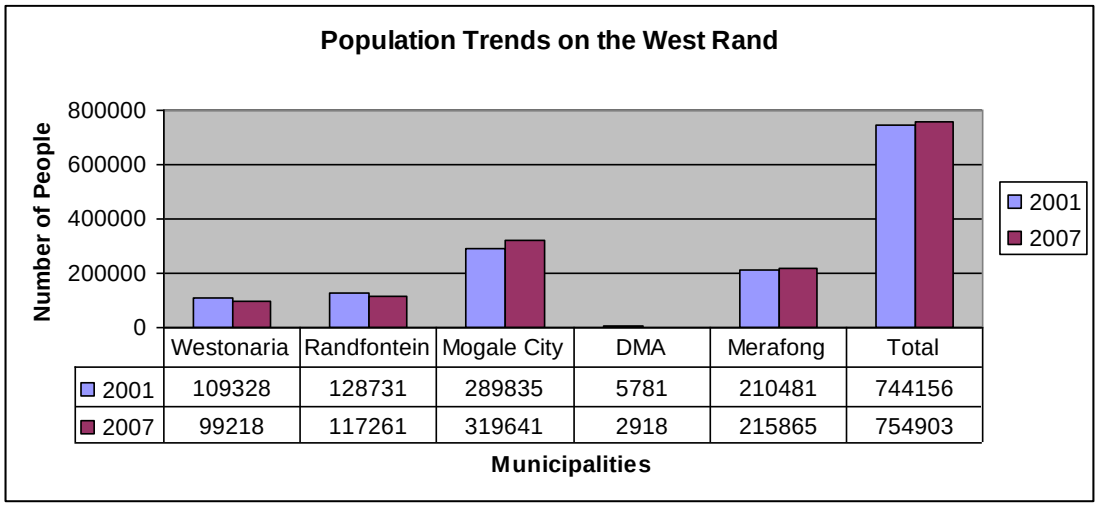
Combined Table and Graph No 1 reflect the population trends on the West Rand. Compared to the local municipalities on the West Rand, Westonaria has the smallest population of 99 28 people.

Combined Table and Graph No 2 reflect the population trends in Westonaria. Since 2001, the population of Westonaria decreased by 10106.

Table 1 reflects the gender distribution patterns in Westonaria. It shows that for 2007 there are 55 7443males representing56,18% of the total population and 43 479females, representing 43,82% of the total population of Westonaria. There are more males in

Westonaria than females which can be linked to the mining industry previously not being accessible to women.

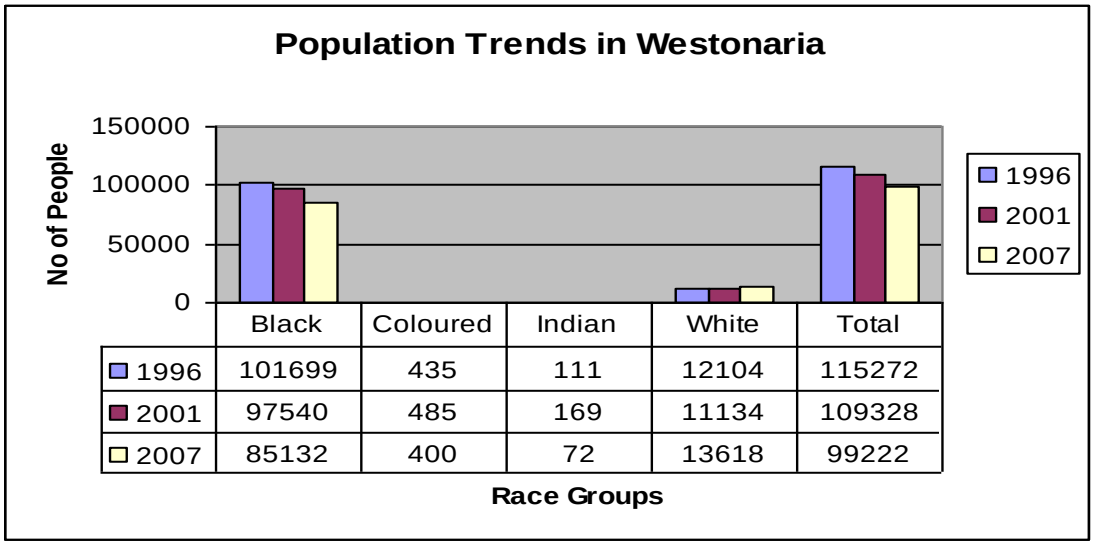
Combined Table and Graph No1 – Population trends on the West Rand



	Westonaria	Randfontein	Mogale City	DMA	Merafong	Total
2001	109328	128731	289835	5781	210481	744156
2007	99218	117261	319641	2918	215865	754903

Source: StatsSA

Combined Table and Graph No 2 – Population Trends in Westonaria



	Black	Coloured	Indian	White	Total
1996	101699	435	111	12104	115272
2001	97540	485	169	11134	109328
2007	85132	400	72	13618	99222

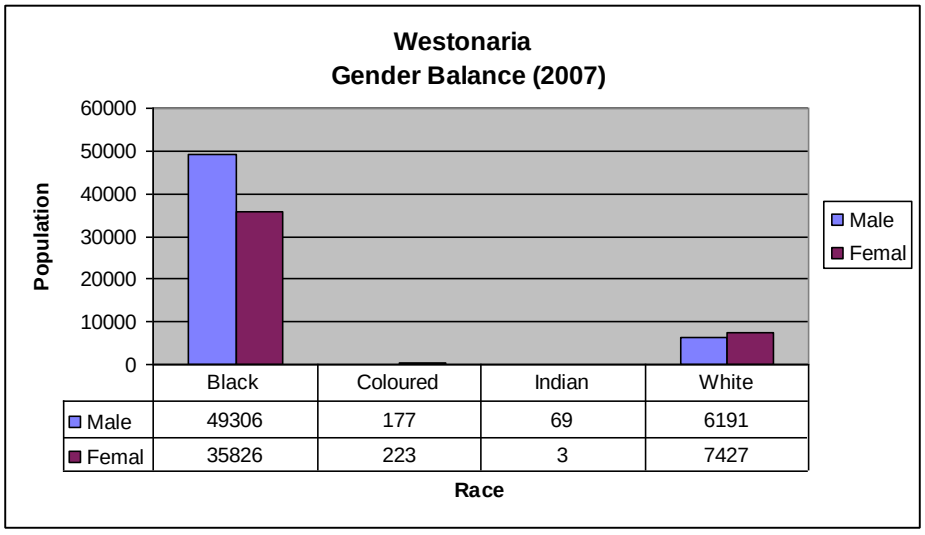
Source: StatsSA

Table No 1 – Gender Breakdown

Gender Breakdown of Population					
2001					
	Black	**Coloured**	**Indian**	**White**	
Male	56317	232	89	5584	62222
Female	41228	237	67	5573	47105
Total Population of Westonaria					**109327**
2007					
	Black	**Coloured**	**Indian**	**White**	
Male	49306	177	69	6191	55743
Female	35826	223	3	7427	43479
Total Population of Westonaria					**99222**

Source: StatsSA

Combined Table and Graph No 3 – Gender Balance



Source: StatsSA - 2007

AGE GROUPS OF POPULATION

An increase of 1137 children in the age group 0 to 19 years is reflected. The youth group, 20 – 34 years, the age group, 35 – 64 years and the elderly indicated a decline. Although the figure is lower for the elderly an increase in percentage is reflected due to the smaller population figure of 99 222.

Table No 2 – Age Groups of Population Profile of Westonaria

Age Group	Westonaria		Fraction of total (%)	
	2001	**2007**	**2001**	**2007**
Children (0 – 19)	32065	33202	29	33.5
Youth (20 – 34)	35432	27642	32	27.9
Middle Age (35 – 64)	39952	36689	38	36.9
Elderly (Over 65)	1870	1688	1	1.7

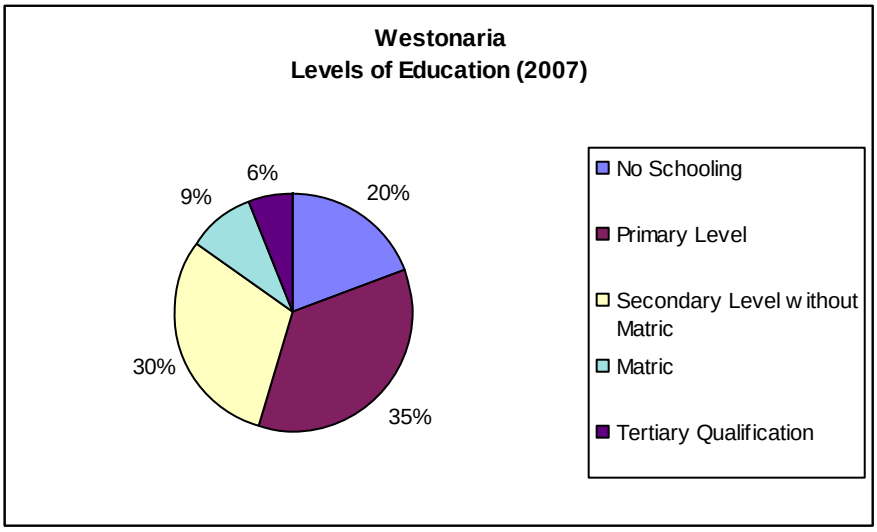
Source: StatsSA

EDUCATION LEVELS

Graph 1 reflects that 20% of the population of Westonaria is not schooled. The "No Schooling" category includes children under the age of 5 years, people who did not receive any schooling and where specifics were not provided. The level of people having a primary education reflects 35%. The secondary level education reflects people who attended high school but not finishing matric/Gr 12. This group represents 30%. Residents having a matric /Gr 12 qualification, with or without exemption, represent 9% of the community while a tertiary qualification reflects as 6% of the community.

Functional literacy affects the quality of labour being offered. Inadequate training and skill levels are barriers preventing a greater proportion of the available labour force to find employment thus contributing to the economy.

Graph No 1 – Education Levels



Source: StatsSA

DISABILITIES WITHIN THE GREATER WESTONARIA

Table No 3 reflectsDisabled People within greater Westonaria. It reflects the various categories of disability. The figure provides information on the total number per group and then the overall number of people affected. The Community Survey of 2007 from Statistics South Africa was used as the source of information.

The table reflects that a total number of 3061 people have disabilities within greater Westonaria representing 3% of the population.

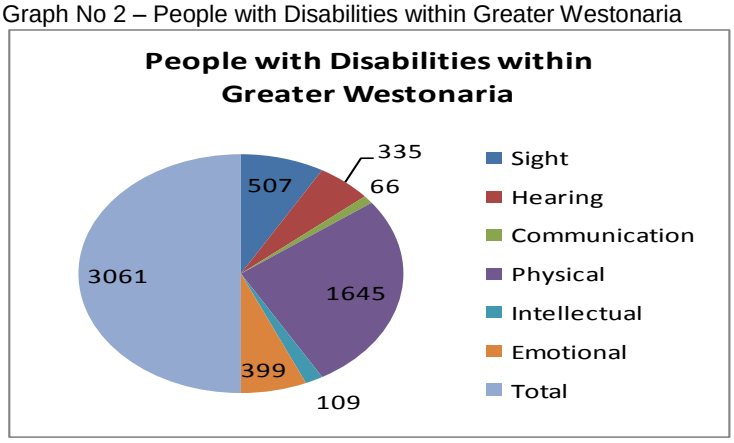
Table No 3 – Summary of Disabled People in Greater Westonaria

Westonaria							
Disability	**Sight**	**Hearing**	**Communication**	**Physical**	**Intellectual**	**Emotional**	**Total**
Total	507	335	66	1645	109	399	3061

Source: StatsSA - 2007

Graph No 2 provides a visible presentation of the various categories of disability. The physically disabled represents the big group whilst communication disability represents the smallest group of 66 residents.

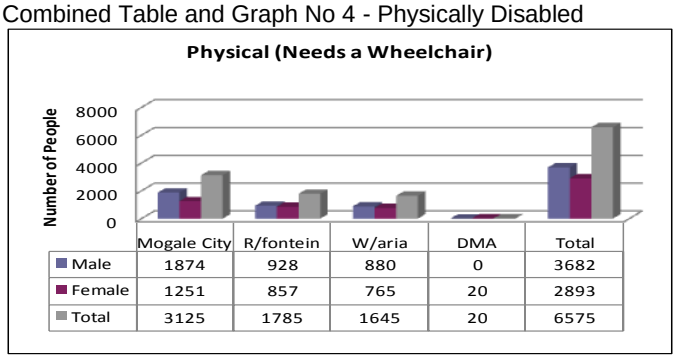
Graph No 2 – People with Disabilities within Greater Westonaria



Source: StatsSA - 2007

Combined Table and Graph No 5 – Reflect the physically disabled group requiring wheelchairs. The figure represents 1645 people. The gender balance represents 880 males and 765 females.

Combined Table and Graph No 4 - Physically Disabled

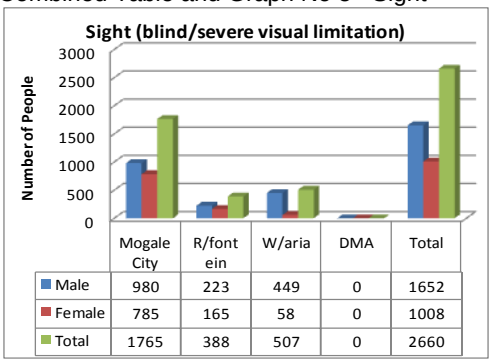


	Mogale City	R/fontein	W/aria	DMA	Total
Male	1874	928	880	0	3682
Female	1251	857	765	20	2893
Total	3125	1785	1645	20	6575

Source: StatsSA - 2007

The blind and the visually impaired reflect 507 people comprising of 449 males and 58 females. People with a hearing disability represent a total number of 335. The gender balance is 234 males and 101 females.

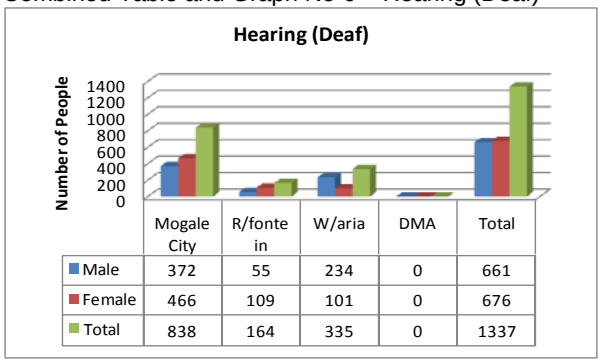
Combined Table and Graph No 5– Sight



	Mogale City	R/fontein	W/aria	DMA	Total
Male	980	223	449	0	1652
Female	785	165	58	0	1008
Total	1765	388	507	0	2660

Source: StatsSA– 2007

Combined Table and Graph No 6 – Hearing (Deaf)

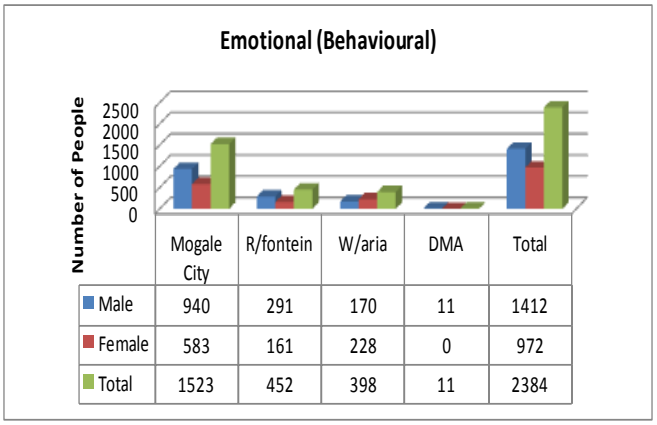


	Mogale City	R/fontein	W/aria	DMA	Total
Male	372	55	234	0	661
Female	466	109	101	0	676
Total	838	164	335	0	1337

Source: StatsSA - 2007

A total number of 398 people indicated a disability associated with emotions therefore of a behavioural nature. The gender balance is 170 males and 228 females. People with a speech impairment reported to be 66 consisting of 10 males and 56 females.

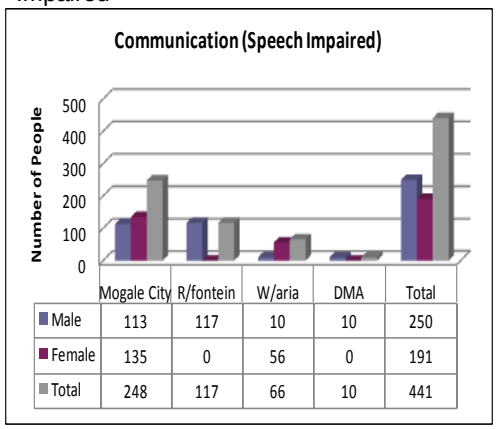
Combined Table and Graph No7– Emotional Disabilities



	Mogale City	R/fontein	W/aria	DMA	Total
Male	940	291	170	11	1412
Female	583	161	228	0	972
Total	1523	452	398	11	2384

Source: StatsSA – 2007

Combined Table and Graph No 8– Speech Impaired

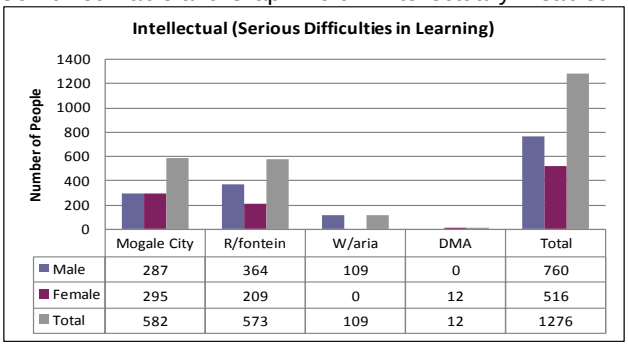


	Mogale City	R/fontein	W/aria	DMA	Total
Male	113	117	10	10	250
Female	135	0	56	0	191
Total	248	117	66	10	441

Source: StatsSA - 2007

Statistics reflects that people with intellectual disabilities, therefore experiencing serious difficulties with learning are reported to be 109 males and no females.

Combined Table and Graph No 9 – Intellectually Disabled.



	Mogale City	R/fontein	W/aria	DMA	Total
Male	287	364	109	0	760
Female	295	209	0	12	516
Total	582	573	109	12	1276

Source: StatsSA - 2007

B 2 INFRASTRUCTURE

The dwelling type statistics of StatsSa of 2001 is provided to indicate the number of formal and informal dwellings.

Table 4 reflects12 818 formal households, 16 554 informal households with 493 traditional homes and 115 not categorised. It brings the total of houses in Westonaria to 29 980.

Table No 4 : Dwelling type reflected for 2001

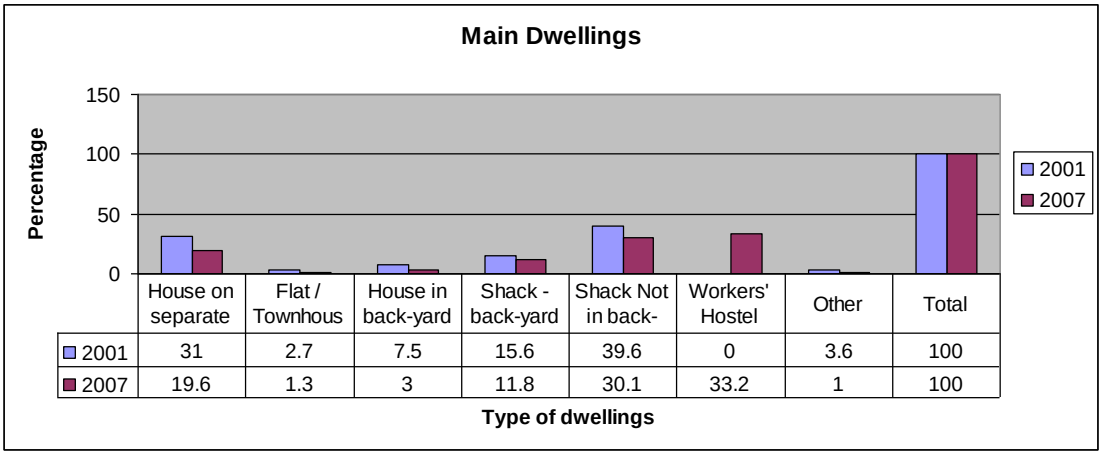
Area	Formal	Informal	Traditional	Other	Total
Mogale city	57,598	24,220	1,418	293	83,529
Randfontein	28,630	7,087	363	85	36,165
Westonaria	12,818	16,554	493	115	29,980
DMA	1,301	261	87	15	1,664
Total 2001 census	**100,347**	**48,113**	**2,361**	**508**	**151,329**

Source: StatsSA - 2001

The main dwelling statistics reflect that homes on separate stands declined by 11,4 percentage points, shacks in back-yards declined by 3,8 percentage points and shack not in back-yards declined by 9,5 percentage points.

The category workers' hostels increased by 33,2%. The increase is most probably due to previous exclusion since such a growth was not detected as a development / focus area.

Combined Table and Graph No 10 – Dwelling Type



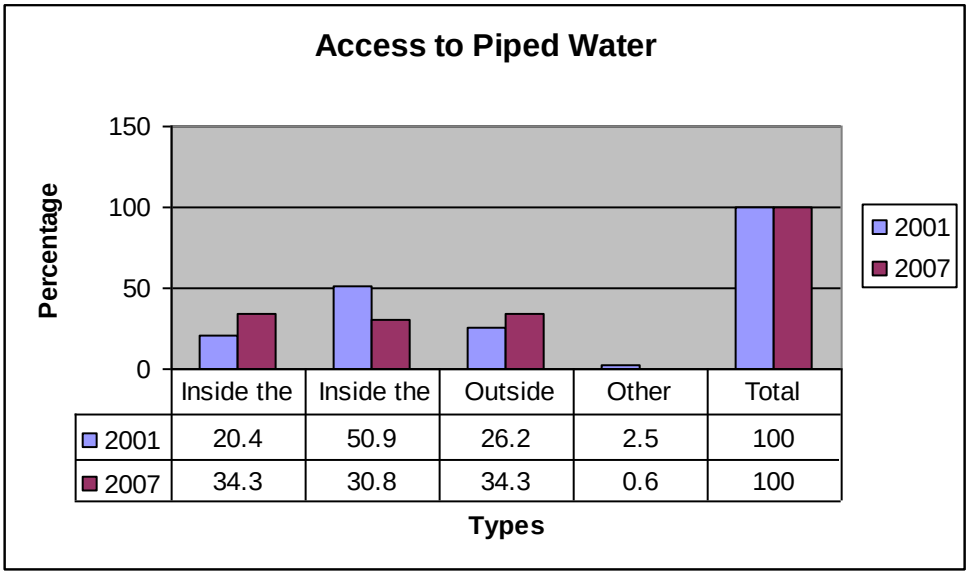
Source: StatsSA

ACCESS TO PIPED WATER

The Combined Table and Graph No 12 reflect the position on Access to Piped Water. The Community Survey 2007 reflects that 34,3% of 50675 households have access to piped water inside their homes. An improvement of 14,3 percentage points since 2001.

Since piped water is provided either inside the dwelling, inside the yard or outside the yard the community's reliance on other sources for water decreased with 1,9 percentage points.

Combined Table and Graph No 11 – Access to Piped Water



	Inside the	Inside the	Outside	Other	Total
2001	20.4	50.9	26.2	2.5	100
2007	34.3	30.8	34.3	0.6	100

Source: StatsSA

ACCESS TO ELECTRICITY

Table 7 reflects statistics on access to electricity. Although not reflected in the table below the use of candles for lighting decreased from 45,1% to 20,2% in the period 2001 to 2007.

The use of paraffin for cooking purposes dropped from 55,4% to 33% for the period 2001 to 2007 and dropped from 39.3% to 27% for heating purposes over the same period. Coal as source of heating dropped from 12,5% to 4,8% in the same period.

Table No 5 – Electricity consumption in Westonaria

Electricity usage in Westonaria			
Households using electricity reflected in %			
Year	**Lighting**	**Cooking**	**Heating**
2001	43	41.6	41.2
2007	65.2	65	64.7

Source: StatSA

EXTRAPOLATEDPOPULATION AND NUMBER OF FORMAL HOUSEHOLDS PER SUBURB

Table No 6 – Extrapolated Population and households

	Number of People	Number of Formal Households
WESTONARIA	7370	2710
GLENHARVIE	4500	1360
HILLSHAVEN	1900	645
VENTERSPOST	1300	301
BEKKERSDAL	40400	2200
SIMUNYE	16000	4350
PROTEA PARK	340	187
WATERPAN/LIBANON	1252	523
MINES (HOSTELS)	23860	
HOLDINGS AND FARMS	2300	542
TOTAL	**99222**	**12818**

Access to toilet facilities – A breakdown of the service offered to the community is reflected in Meeting the Targets Programme (MTTP) addressing Sanitation backlogs.

B 2.1 MEETING THE TARGETS PROGRAMME (MTTP): Sanitation Backlog

2.1.1 Standard of basic sanitation

The standard of basic sanitation comprises of the following:

- The provision of appropriate health and hygiene education; and
- A toilet which is safe, reliable, environmentally sound, easy to keep clean, provides privacy and protection against the weather, well ventilated, keeps smells to a minimum and prevents the entry and exit of flies and other disease- carrying pests.

Westonaria Local Municipality has progressed significantly in providing water to the most remote areas through the use of stand pipes for potable water and VIP toilets for sanitation. This is a notable achievement and warrants that the Municipality now refocuses its attention on operational sustainability of water systems and infrastructure, capital provisions for upgrades and refurbishments, forecasting and replacement strategies and strategies for cost recoveries on provisions of water and sanitation services.

Table No7 – Sanitation Services

	No of Households	Sanitation Above RDP	Sanitation Above-Basic	Sanitation Below-RDP
Bekkersdal (formal)	2 500	2 500	2500	
Westonaria	7 781	7 781	7 781	
Simunye	3 030	3 030	3030	
Bekkersdal Informal (VIP)	14 500	14 500	13 000	
Water Works (VIP)	1 204	1 204	800	
Thusanang (VIP)	850	850	700	
Other (Farms No services)	115	25	25	90
Total	**29 980**	**29 890**	**27 836**	**90**
Percentage (%)	**100%**	**99.7%**	**92.9%**	**0,3%**

Source: WLM Water Services Plan - 2010

2.2.2 Westonaria Local Municipality – Sanitation Backlog Summary

In greater Westonaria 44.4% (13 311) of consumers have access to full waterborne sanitation, 55.2% (16 554) consumers has access to VIP toilets. The ratio is 1 VIP toilet for 2 households. Farms are not serviced by the municipality and accounts for 0.3%.

The municipality aims to provide full waterborne sanitation and thus ensuring an 'equal' level of service to all residents within the municipality. This however is dependent on financial and economic viability of extending the current level of service from "VIP toilets" to "full waterborne sanitation" in all areas.

- Great care for such a move is however needed, since sustainable services revolve around available water resources,
- Affordability of services by low income residents,
- Increased operations and
- Maintenance after new infrastructure (higher LOS) has been installed.

Factors mentioned above imply that any decision taken to provide high levels of services across the spectrum of all communities will not be sustainable or financially viable.

Should the municipality manage to supply all consumers with waterborne sanitation it will minimise pollution and sinkhole threats.

It must also be noted that the current water treatment works will not have sufficient capacity to deal with the additional effluent that would arise from the increased expansion of waterborne sanitation.

The existing Hannes van Niekerk Water Works Treatment Plant (WWTP) has a design capacity of 22.5 Mℓ/d and is currently operating at optimal capacity. An additional 15Mℓ/d and 15Mℓ/d are required by 2011 and 2020 respectively.

2.2.3 Future Trends and Goals (Waterborne Sanitation)

The future trend is to maintain the current situation of waterborne sanitation in all urban areas. The waterborne network is to be expanded to include any new developments which can be linked to the sewer reticulation system. Gravitational reticulation is preferred and pumping only be done when no other design can be incorporated.

2.2.4 Strategic Gap and Analysis (Waterborne Sanitation)

The current water treatment works will not have sufficient capacity to carry the additional effluent as a result of the increasing expansion of waterborne sanitation but planning is in process to increase the capacity to 10Ml/day.

More consumers with access to waterborne sanitation will result in additional bulk water purchases. Westonaria does not have sufficient (quality and quantum) personnel employed to effectively manage the WWTP.

2.2.5 Implementation Strategies (Waterborne Sanitation)

The existing capacity of the Hannes van Niekerk WWTW will be upgraded and expanded to meet the current and future organic and hydraulic demands.

The capacity required at the new Zuurbekom WWTP on the eastern boundary of Westonaria is 28.9 Mℓ/d, 54 Mℓ/d and 61 Mℓ/d in 2015, 2020 and 2025 respectively. It is recommended that the treatment works be constructed in 20 Mℓ/d modules with 40 Mℓ/d to be constructed as part of Phase 1. This will provide Westonaria Local Municipality the opportunity of evaluating the inflow to the new plant and determine the need for the construction of an additional 20 Mℓ/d module as developments necessitates the upgrading.

It is recommended that the infrastructure needs for 2020 be re-evaluated as more information become available. The implementation of Phase 2 will require design and construction management prior to construction scheduled for commencement in 2014.

2.2.6 List of projects

The Municipality in association with the Department of Water Affairs (DWA) has compiled a comprehensive list of projects that have been implemented since 2005 with the proposed projects that are required to address backlogs in the future. All these projects have the estimated backlogs assigned to them, which are indicated in terms of three (3) categories. The categories are as follows:

- Category A – Households that do not have access to a basic level of water supply (200 l/h/day) and to a basic level of sanitation provision (VIP toilet) – This is not applicable to Westonaria Local Municipality.
- Category B - Projects that require refurbishment or its replacement as a matter of urgency;
- Category C -Projects that are purposed to improve the level of service to a community, excluding sanitation bucket eradication projects.

This list of projects was effectively utilised for the compilation of the schedules contained within the Water Services Plan (WSP) reflecting modifications, review and updating of financial budgets. It is essential that this database and planning tool be reviewed and updated in accordance with any additional projects that are prioritised and budgets revised, etc.

The annual sanitation project list contains projects to the value of more than R640 million. Both water and sanitation projects have multi-year projects, some are going to be implemented up to 2014.

The MIG allocation for sanitation from 2005/2006 up to 2009/2010 was R35,mil and in 2010/2011 the allocation was R13,5 mil and 2011/2012 Financial Year was R20,0 mil and for 2012/2013 no budget is allocated due to the fact that DWA has allocated about R 132 million for the upgrading of the Hannes Van Niekerk WWTP.However for 2013/2014 and 2014/2015 a total of R21,7 mil is allocated. This brings it to a total of R90,4 mil that was sourced and allocated to Sanitation through the MIG Grant.

B 3 ECONOMY AND LABOUR

B.3.1 MAIN EMPLOYMENT SECTORS

According to StatsSA the main employment sectors for 2001 and 2007 were mining and quarrying.

Although the main employment sector namely the mining industry reflected a decline it is probable that an upward trend can be attained by the realization of a considerable increase in the gold price, more advanced technology and the large gold reserves / resources especially in the greater Westonaria area.

It is to be noted that the Community Survey of 2007 does not reflect a field “Private Households” as an employment sector used during the 2001 census. The lack of the said field complicated comparison and tracking of the trend.

In 2001, 1066 people (0,9%) were involved in agricultural related activities. This figure dropped to 386 (0,3%) in the Community Survey of 2007. A downward trend is reflected in the primary sector which could turn around considering the high demand for food worldwide.

Table No 8 – Main Employment Sectors

MAIN EMPLOYMENT SECTORS		
Rating	**2001**	**2007**
1 (Provided most jobs)	Mining and Quarrying	Mining and Quarrying
2	Retail Trade, hotels & restaurants	Community, social and personal services
3	Community, social and personal services	Retail trade, hotels & restaurants
4	Private Households	Manufacturing
5	Construction	Construction

Source: StatsSA

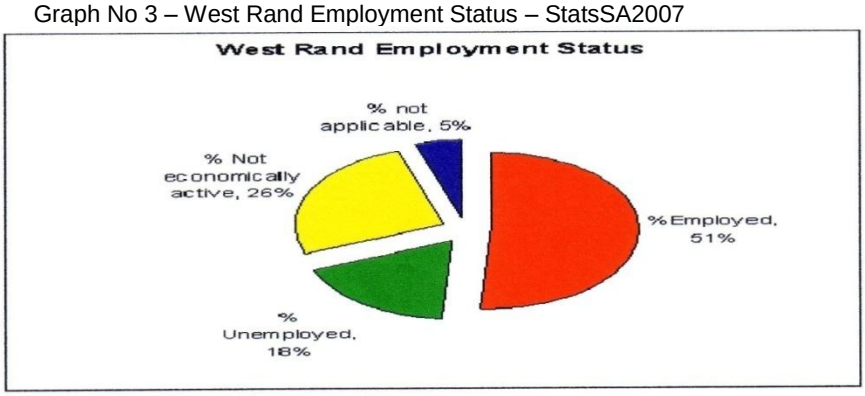
The pie chart below reflects that 51% of the total population in the West Rand is employed. The category "not economically active" includes people under the age of 18, those not ready for the labour market, and people over the age of 65, implying retired or senior citizens. This group represents 26% of the total population. Only 18% of the people on the West Rand are unemployed.

Although the percentage seems low, Westonaria has a reported percentage of the unemployed to be 29,6% based on information released by Global Insight data.

Addressing unemployment and poverty, peoples' assets are to be identified as cornerstones of their success and efforts are to be made to mobilise these assets in monetary terms e.g. obtaining loans on homes to start SMMEs and informal businesses.

The underlying dolomitic geological formation is a great restraining factor on demographics as the optimum utilisation of surface area inhibits socio and economic development resulting in the enforced development of high density pockets of human concentration.

Graph No 3 – West Rand Employment Status – StatsSA2007



Source: Stats SA, Community Survey

Westonaria is in close range of the centre of the Gauteng economic hub as it is only 60 km from it, with easy access to both the highway and railway infrastructure.

Westonaria should strive to get more involved in the development of the tertiary sector economy. The creation of industries, research centres, tourism, hospitality and accommodation, communication, production of high value, a variety of goods, retail and wholesale storage are a general imperative. An incentive scheme to new developers can lure investors to this area - big developers and or businesses can also be rewarded for their loyalty towards Westonaria thus convincing them to stay and invest in the town and area.

The development of a secondary economy which in general requires heavy industries (although labour-intensive) might burden the dolomite structure, however a greater focus on warehousing and local strengths of mineralrelated crafts and tourism should provide important opportunities to stimulate the economy to the benefit of the residents of greater Westonaria.

The West Rand Development Agency (WRDA) identified the Donaldson Dam as a flagship project serving as a catalyst for development in this area. This should be prioritised, together with other economic strategic corners.

Closer cooperation with the mining houses has been established on various levels in order to increase training opportunities, skills development and even tourism and aligning their Social Labour Plans (SLPs) to the Integrated Development Plan of Council to the benefit the communities of greater Westonaria.

The development of a secondary economy which in general requires heavy industries (although labour-intensive) might burden the dolomite structure, however a greater focus on warehousing and local strengths of mineralrelated crafts and tourism should provide important opportunities to stimulate the economy to the benefit of the residents of greater Westonaria.

B 3.2 EXPANDED PUBLIC WORKS PROGRAMME (EPWP) AND OTHER PROGRAMMES OF JOB CREATION

During the 2007/08 financial year local economic development initiatives created 443 jobs where individuals for a period of three months earned the minimum wage or more. The following groups benefited from these initiatives:145 women, 143 youth and 4 disabled people.

The Municipality through its capital projects for the same period created 161 jobs where individuals for a period of three months earned the minimum wage or more. A total number of 66 women benefited from the projects.

The Municipal Infrastructure Grant (MIG) for Westonaria Local Municipality amounted to R23,2 million in the financial year 2007/08, R30,9 million for 2008/09 and R38,6 million for the 2009/10 financial year.

For 2009/2010 through the infrastructure projects, 352 temporary jobs were created, of which 103 were filled by women.

For the 2010/11 financial year an amount of R45,0 mil was granted by MIG to improve service delivery and encourage job creation. A breakdown of amount spent per project, contractors employed and local labour used is reflected below:

Project	Amount Rmil	Date of Completion	Local Contractors	Local People	
				Male	Female
Upgrading Libanon Landfill Site (Phase 3)	R10,0	June 2011	No	129	135
Pre-paid Water Meters (Phase 3)	R3,7	June 2011	No	107	14
Simunye Cemetery (Phase 1)	R4,9	June 2011	Yes	60	17
Simunye Multi Purpose Sport & Recreation	R1,8	June 2011	Design Phase	0	0
Community Centre (Phase 1)	R1,2	June 2011	No	79	20
Construction of new Taxi	R0,1	June 2011	Tender Stage	0	0

Project	Amount Rmil	Date of Completion	Local Contractors	Local People	
				Male	Female
rank in Westonaria					
Venterspost: Replacement Of Outfall Sewer And Pump stations (Phase 2)	R 6,4	June 2011	No	90	28
Simunye Internal Roads (Phase 2)	R3,0	June 2011	Design Stage and Tender Stage	0	0
ZuurbekomMulti Purpose Sport & Recreation Community Centre	R2,5	June 2011	Design Stage and Tender Stage	0	0
Simunye Library	R2,1	June 2011	No	82	10
Hannes van Niekerk WWTW Mechanical Refurbishment	R7,1	June 2011	No	0	0

For the 2011/12 financial year the following projects were funded by the Municipal Infrastructure Grant (MIG) and the flowing jobs were created:

Project	Amount Rmil	Date of completion	Local Contractors	Local People	
				Male	Female
Mohlakeng Sewer Outfall Pipeline Emergency	R11,8	March 2012	No	10	6
Refurbishment of the Hannes van Niekerk Waste Water Treatment Works (WWTW)	R13,0	March 2012	Yes	60	60
Extension of the Hannes van Niekerk WWTW	R264,7	June 2012	No. This project was handed over to Rand Water for implementation		
Storm-water Inlets: Hillshaven	R0,05	June 2012	Yes	7	3
Resurfacing of Roads Westonaria	R2,5	June 2012	On Tender	12	
Refurbishment of hawkers stalls at Davies and Forbes Taxi Rank	R1,3	June 2012	No	66	24
Link Road between Bekkersdal and Simunye	R35,0	June 2012	No	6	3
George Sachs Road in Zuurbekom	R12,5	June 2019	Project in design	0	0

Project	Amount Rmil	Date of completion	Local Contractors	Local People	
				Male	Female
Boitumelo Road in Simunye	R10,0	June 2012		120	125
Replacement vehicle fleet – 9 LDV	R1,0	Done	Purchase	0	0
Pre-paid Water Meters (Phase 3)	R1,2	June 2012	Yes and No	108	180
Upgrading of the Libanon Landfill site (Phase 3)	R3,0	June 2012	No	110	114
Simunye Multi Purpose Sport & Recreation Community Centre (Phase 2)	R2,6	June 2019	Project in Design phase	0	0
New Overhead Electrical Supply Simunye Township	R2,6	June 2012	Yes	12	24
Main Water Pipeline Replacement and Refurbishment	R2,4	June 2012	No	20	68
Refurbishmentt of Paul Nel Hall	R2,6	June 2012	No	24	41
Refurbishment of existing Simunye Community Hall	R0,664	June 2012	No	25	44

The Westonaria Borwa housing development has a total of 81 unskilled, semi-skilled and skilled local workers on site. The gender and age balance are as follows: 50 youth males, 15 youth women, 13 adult males and 3 adult women.

A total number of 140 labourers were recruited to assist with the project.

Within the Waste Management, Parks and Cemeteries Section of the Department of Community Services for the 2011/12 financial year 2 320 jobs were created. The compilation was as follows: 57 Permanent jobs, 80 temporary jobs, 175 EPWP jobs, 2000 from the Community Works Programme (CWP), initially 8 enrolled only 2 remained.

It is foreseen that Waste Management, Parks and Cemeteries Section of the Department of Community Services for the 2012/11 financial year will create 456 jobs representing 434 from the EPWP programme, 2 from NYS and 20 contract posts.

A total number of 42 HIV/AIDS volunteers receive a monthly stipend.

Internships at

- Infrastructure Services represent 7 women and 5 males. During the 2010/11 a total number 88 interns reported for duty at the Department of Infrastructure Services.
- Finance from SAICA: 1 women and 1 male and from National Treasury 2 women and 3 males.

B 3.3 SERVICE DELIVERY TO THE COMMUNITY

A total amount of R45,0 mil was received from the Municipal Infrastructure Grant (MIG) for the 2010/11 financial year. The division of the allocation was as follows: 68% for Water, Sanitation, Roads and Storm water, 11% to Cemeteries, 17% towards Sport Complex and Multi-Purpose (MPS&RCC) projects and 4% to the PMU Administration.

For the 2011/12 financial year an amount of R52,1mil was received to focus on service delivery and improving the infrastructure needs.

An amount of R 65,mil has been budgeted for the 2012/13 financial year. This amount is part of a total budget of about R 79 million which is budgeted for capital infrastructure projects for the 2012/13 financial year.

B 4 ENVIRONMENTAL ANALYSIS

EnvironmentalHealth staff of Westonaria Local Municipalityfrom 1 July 2011 reports directly to the West Rand District Municipality (WRDM). The functioncovers the following:

- Water monitoring
- Food control
- Waste management and general hygiene monitoring
- Health surveillance of premises
- Surveillance and prevention of communicable diseases
- Vector control monitoring
- Environmental pollution control
- Disposed of the dead
- Chemical safety and
- Control and monitoring of hazardous substances.

Westonaria Local Municipality in co-operation with the WRDM, during 2005 compileda State of the Environment Report (SoER) which aims to provide information that will set the framework for policies and strategies to deal with environmental problems.

State of the Environment Reporting is an important step in the essential process of refining the information and knowledge base on which decisions about the environment are made.

The objectives of SoER are as follows:

- Improve understanding of environmental processes and the impacts of human activities on these processes;
- Improve understanding of the causes and effects of environmental change;
- Provide recommendations for responses to such changes
- Provide data for establishing, monitoring and evaluating sustainable development strategies, programmes and projects;
- Integrate information from various sources on different aspects of the environment;
- Provide access to environmental information that has been integrated, analysed and interpreted to enhance and inform decision-making and sustainable development planning;

- Provide information not only for local, provincial and national environmental monitoring and reporting, but also for global environmental assessment.
- Enhance decision-making so as to improve environmental protection and sustainability.
- Raise awareness around local environmental issues and priorities for the Westonaria Local Municipality, and promote ongoing discussions in respect of the implementation of policies.
- Make the information accessible on the internet such that the information is more accessible to the citizens of the city and also allow city comparison at the global scale. and
- Form the basis for Strategic Environmental Assessments.

The benefits of SoER are as follows:

- To provide an early warning system for emerging environmental problems;
- To identify knowledge and information deficiencies impending the understanding and interpretation of environmental conditions and trends;
- To contribute to the evaluation of societal response to environmental issues through policy and program performance assessment; and
- To encourage the incorporation of environmental considerations in the development of economic and social policies.

The Report includes the following information:

- The condition of the environment and natural resources;
- The causes of environmental change;
- The impacts of environmental change; and
- Efforts by authorities and individuals to improve environmental conditions.

Therefore, the information contained in this report should be used to inform all planning and decision-making processes. A SoER can be considered as a first step towards sustainable development within a municipality.

Thirteen themes were selected an d included in the SoER based on current literature, specialist input and recent trends in SoER reporting. From these, indicators were selected and specialists appointed to collect information in order to determine the state of each theme. Stakeholder engagement was an integral part of the process in terms of both creating awareness and gaining local knowledge of the area.

The following main themes are addressed in the report:

- Atmosphere & Climate;
- Biodiversity;
- Cultural heritage;
- Education;
- Geomorphology;
- Health;
- Infrastructure;
- Integrated & Environmental management;
- Land use;
- Local economy;
- Safety & Security;
- Tourism; and
- Water.

The SoER will be beneficial to a wide range of users such as politicians and administrators through the provision of easily accessible environmental information for development of sustainable local environmental policies and decision-making, thus improving the quality of life of the community.

Within each theme, several indicators have been identified for monitoring changes in specific environmental issues.

The functions of an indicator are to:
- Assess conditions and trends in relation to goals and targets;
- Provide warning information;
- Anticipate future conditions and trends; and
- Compare across places and situations.

Therefore, the indicators selected for this needed to be relevant to Westonaria Local Municipality. The following are some of the criteria used to identify suitable indicators:
- The indicator should be based on good quality data that are available at a reasonable cost;
- The indicator should provide information that measures something that is important to decision-makers;
- The indicator should be presented in a way that is easily understood;
- The indicator should be able to provide timely information (to allow for response); and
- The indicator should be able to detect changes through time if sufficient data is available.

Westonaria Municipality does not have an environmental management section or a suitably qualified person to enact and monitor the SoER as it had in view during the compilation thereof. The environmental health section, however, applies the information in the SoER where necessary and applicable in some of its functions. Whenever comments are needed for environmental impact assessment applications that are beyond the scope of the officials, the services of a qualified consultant in the field is used.

The Environmental Health Section from 1 July 2011 reports to the West Rand District Municipality (WRDM).

The link between the WRDM and Council is
Operational Manager: G Viljoen☎ (011) 278-3045

The SoER is also available on CD and should one require the information, a CD can be made available at nominal cost.

An Environmental Management Framework document for the West Rand District (which includes Westonaria) was also compiled with the following key objectives:
- Identify the key environmental parameters (opportunities and constraints) pertaining to the West Rand District;
- Define and spatially represent the status quo of the environment in the West Rand District, emphasising sensitive environments and current development pressures;
- Based on consultation with relevant interested and affected parties, define and spatially represent the desired state of the West Rand;
- Identify and develop an outline of the strategies required to reach the desired state;

- Develop implementation / action plans for the strategies;
- Develop monitoring and reporting systems to evaluate and report on the success of strategy implementation; and
- Collate and present all of the above in the form of an environment management framework.

B 4.1 ENVIRONMENT: TAILINGS DAM

Various acts and regulations e.g. the Constitution of South Africa, National Environment Management Act (NEMA), Air Pollution Act, etc. require that the environment be protected, a safe environment be provided and efforts be made to address imbalances. Province and other law enforcement agencies are overseeing compliance to legislation. Since transgressions happen within the jurisdiction of local authorities they play an important role ensuring that the environment is safe and clean.

West Rand District Municipality established an Environmental Forum for municipalities on the West Rand which is also attended by representatives of the mines and other affected parties.

The Libanon tailings dam has been rehabilitated in the past 3 years to the extent that dust pollution was minimized to more acceptable levels. Goldfields Environmental department monitors the dust from their tailings dams on a continuous basis and they have also engaged experts in the fields to assist them manage the problem.

Currently a project is underway to reprocess all old existing tailings dams and remove them to a better managed mega dump (the West Wits project) – more information will be submitted once the necessary permissions are obtained by Goldfields.

Goldfields is planning to continue with managing the situation by undertaking the following activities:

- Continue with the grassing programme.
- Application of dust suppressant if needed,
- Continued investigations,
- Regular meetings with stakeholders and
- Air quality monitoring.

B 4.2 WATER AND THE MINES

Current Situation

Since gold in the Witwatersrand Basin was discovered more than a century ago, the South African gold mining industry flourished. A negative consequence of the gold mining industry is the damage caused by acid mine drainage when oxygen and water interact with the pyrite present in the mine dumps.

With time the gold mines got deeper with increased water that had to be pumped, usually from one mine to the next. However, as mining costs, at greater depths increased and gold grades decreased, together with very low gold prices during the late 1990 until the mid 2000's gold mining became less viable and many mines could not survive without a pumping subsidy from Government.

A number of mines reduced or even ceased pumping of acid water which led to the dangerous situation where the acid water level started to approach the natural (potable) water table. The acid water has the ability to dissolve minerals and leave behind heavy metals that are harmful to human and other forms of life.

It is estimated that some 155 million litres of acid water per day seep upwards through cavities all over the Witwatersrand towards the natural water table.

Intervention

A number of mining companies have already started to extract heavy metals from the water. Due to the seriousness of the matter the existing mining companies assigned Western Utilities Corporation (WUC), a South African subsidiary of London WM Global to present a feasible and sustainable solution to address the issue.

Two pilot plants using different purification processes were built and tested during the past year. WUC chose the process developed by the CSIR and subsequently three of these pilot plants were built close to Randfontein and have been tested since March 2009. Research in this field is ongoing.

These plants purify water by reducing the sulphate contents of the water to a level that is suitable for human consumption based on the standards of the South African Bureau of Standards (SABS) and South African National Accreditation System (Sanas).

The Wonderfonteinspruit Forum was established with the aim to identify the sources of pollution in the Wonderfonteinspruit area as well as the affects and possible solutions to address the pollution.

The Forum comprises of the local mining houses, Department of Water Affairs as well as officials from the affected local authorities and the district and other interested and affected parties. Meetings of the forum are held quarterly.

National Government is currently preparing to go out on tender for the appointment of companies that will treat the water from the various basins in Gauteng.

B 4.3 FEASIBILITY STUDY ON RECLAMATION OF MINE RESIDUE AREAS FOR DEVELOPMENT

By request of the Gauteng Department of Agriculture and Rural Development, the North West University, during September 2009, issued a draft report on the Feasibility of Reclaiming Mine Residue Areas for Development

The main objective of the project is to identify suitable land for urban and rural development and other purposes in Gauteng. One of the prime targets looked into was the mine residue deposits.

The project consists of two phases namely:
Phase 1 - To obtain base line data and to develop a classification system
Phase 2 – Based on information gathered in Phase 1 conduct detailed and site specific investigations.

Phase 1 of the project has been completed.

The majority of the residues deposits are from gold mines and the rest from sand and clay quarries, crusher rock opencast mines and others are just disturbed sites previously been worked for some minerals or source material.

The gold mine residues have a potential environmental or health risk due to specific minerals being present and their weathering processes by means of oxidation and also dust problems associated with it.

Oxidation processes create acidification with the potential to pollute surrounding land where development could take place. In such cases it might be possible to remove the source of pollution e.g. re-mining or rehabilitate it to such an extent that it is possible to develop on or close to the residue areas.

Phase 1 of the Feasibility Study put the classification criteria and mine identities together for Gauteng.

During the identification process more than 550 mining related residues were identified. After a screening process and several site visits, some of the sites were deleted from the list due to current urban development taking place and others were too small to be considered.

Eventually 375 individual sites were listed with a total surface area of 32 086 ha ranging from 1 to 1647 ha.

The results are that from the total of 374 sites, only 134 qualified for further investigation. Should dolomite and radiation criteria be applied even more sites can be disqualified from the provided list.

The outcome of Phase 2 of the Feasibility Study on the Reclamation of Mine Residue Areas is awaited with anticipation since there is an ever increasing demand for land.

Goldfields embarked on an initiative whereby existing tailings dams will be reclaimed and the residue is to be deposited into a better managed mega tailings dam.

The project is known as the Wes Wits Project and started with the impact assessments and outlined minimum requirements of the then Department of Mineral Resources and the Department of Water Affairs.

Phase 2 of the project is currently still in progress and as soon as detailed feasibility proposals are available, they will be conveyed to the various local authorities where the proposed development sites fall.

B 5 SPATIAL DEVELOPMENT FRAMEWORK

A spatial analysis of the municipal area of Westonaria was carried out and the patterns and trends thereof are discussed elsewhere in the document and indicated on the

Spatial Development Framework Map enclosed at the end of the document. See Section E of the document.

B 6 SOCIAL DEVELOPMENT ANALYSIS

B 6.1 EDUCATION

- The average number of students per teacher in crèches is 20,7 and the number of students per classroom 24.3.
- The pupil-teacher ratio of primary schools (based on the total figures for the entire study area) is 1:32 which is within accepted development standards. The four primary schools in Bekkersdal in the past exceeded the standard of 40 pupils per classroom. With recent statistics the ratio is now 1: 42 pupils per class-room.

Table No 9: Crèches

School	Pupils	Teachers	Classes	Student Teacher Ratio	Student Class-room Ratio
Super Snuiters	96	4	4	24	24
Tiny Tods	90	6	5	15	18
WoelwaterSentrum	92	8	4	11,5	23
Westgold	105	6	5	17,5	21
Venterspost Primary	131	4	5	33	26
Tsholofelo	170	11	5	15	34
Tolerance Day Care Centre	24	5	4	5	6
Gerrit Maritz	67	2	2	34	34
Westonaria Primary School	32	1	1	32	32

Source: Council gathered information

Table No 10: Primary Schools

School	Pupils	Teachers	Classes	Student Teacher Ratio	Student Classroom Ratio
Westonaria	632	20	18	32	35
Gerrit Maritz	921	35	30	26	31
Venterspost	1064	41	39	26	27
Glenharvie	752	25	25	30	30
Modderfontein	734	27	23	27	32
Kamogelo	1040	28	28	37	37
Isiqalo	1516	42	35	36	43
Maputle	1007	31	25	32	40
Ipeleng	1091	30	24	33	45
Seatile	1118	32	27	35	42
Zuurbekom Intermediate	651	17	15	38	44

Source: Council gathered information

Table No 11: Secondary Schools

Township	Pupils	Teachers	Classes	Student Teacher Ratio	Student Classroom Ratio
Westonaria	993	45	29	22	34
Kgothalang	1305	43	34	30	38
Simunye	1210	39	34	31	36
TM Letlhake	1276	45	34	28	38
Glenharvie (Gr 8 – 10)	221	7	7	32	32

Source: Council gathered information

B 6.2 RECREATION ANALYSIS

Libraries in Westonaria aim to provide support, cost-effective and equitable library and information services to the community of greater Westonaria.

The libraries deliver services to the public and are also responsible for several administrative duties. At some of these service points the mines support Council by providing venues and personnel (Hillshaven).

Co-operation with the local schools is important. The National Department of Arts and Culture as well as Gauteng Provincial Department: Sport, Recreation, Arts and Culture contribute funds to the library service.

The re-demarcation of municipal areas brought about new areas to be included in the programme resulting in an extension of the library services.

Table No 12: Libraries

Name	Type	Members	Books
Bekkersdal	Branch	715	13354
Kloof Educational Department	Depot	930	997
Glenharvie Branch Library	Branch	405	10102
Hillshaven Branch Library	Branch	271	4007
Westonaria Public Library	Community Library	689	51870
Zuurbekom Branch Library	Branch	114	1994
Thusanang Branch Library	Branch	Newly started	Newly started
Simunye Branch Library	Branch	Newly started	Newly started
TOTAL		**3124**	**82324**

Source: Council gathered information

Table 13 reflects on the Active Recreation Facilities.

The Westonaria Sport Complex consists of the following facilities:

- The Lodge: This facility is very popular. It consists of bar counter, fridge and braai facilities. It can accommodate a maximum of 200 people. The lodge can be used for wedding ceremonies, birthday parties, etc.
- Multi-purpose hall: This hall can accommodate maximum 1 000 people. It is available for parties, weddings, sport and recreation activities. Squash, volleyball and badminton courts are situated inside the hall.

- The Lapa: This newly built facility replaced the burnt down Rugby Lapa. It has a modern kitchen with a fridge and stove and can accommodate a maximum of 100 people and is very popular for meetings, wedding ceremonies and birthday parties.
- Sport fields: There are five sports fields for the community, namely, athletics, rugby, soccer, netball and basketball.

Council developed land adjacent to the existing sport complex, for future extensions to the sport complex.

The Bekkersdal: Paul Nel Hall can accommodate a maximum of 300 people. It is available for any functions, sport and recreation and meetings. The following facilities are also available:

- Netball court;
- Volleyball court; and
- Basketball court.

Informal grounds – there are at least 12 informal soccer grounds, which Council maintains by scraping them twice a year.

The Zuurbekom Community Centre is still under construction, but there is currently a soccer field. After completion it will consists of a netball court, volleyball court and basketball court.

The Zuurbekom Multi-purpose Sports, Recreation Arts and Culture centre is still in the planning stage. Construction has not begun. This centre will consist of soccer fields, volleyball, netball, basketball, athletics track, arts and culture centre.

Simunye Community Multi-purpose Sports and Recreation Centre is still under construction. Currently there are combi courts that provide for netball, volleyball and basketball. After completion it will consist of soccer fields, a gymnasium, indoor sports, recreation and arts centre (SRAC).

Table No 13: Active Recreation facilities

Township	Name	Tennis	Basket Ball	Bow-ling	Cricket	Squash	Rugby	Swim	Bad-min	Other
Hillshaven	Hillshaven Recreation Club	3	2	0	0	0	0	0	0	1
Kloof Mine	Kloof Recreation Club	4	0		2	2	2	1	2	51
Westonaria	Westonaria Sports Complex	2	1	0	0	2	1	0	3	5
Libanon	Libanon Recreation Club	2	0	2	1	0	1	0	0	3
TOTAL		**11**	**3**	**2**	**3**	**4**	**4**	**1**	**5**	**60**

B 6.3 HEALTH FACILITIES

Social Services

Health & Social Welfare Services

- All the clinic buildings in Westonaria belong to the Municipality, whilst all the personnel belong to the Provincial Government. Service Level Agreement (SLA) is in the process of being finalised.
- According to District Health Information System (DHIS) population figures for Westonaria, the ratio of the nurse to population is 1: 3 485
- There are seven clinics, one satellite clinic and two mobile clinics.

Main Clinics

- Bekkersdal West Clinic has a Maternal and Obstetric Unit (MOU)
- Bekkersdal East Clinic
- Westonaria Clinic.
- Glenharvie Clinic
- Zuurbekom Clinic
- Venterspost Clinic
- Simunye Clinic

A new CHC is to be built at Simunye with funds from Gold Fields Mining Company is planned for 2011/12. The Provincial Office will operationalise the clinic. In addition, a Health Post will be established in Hilllshaven.

Satellite Clinics

- Hillshaven Satellite Clinic is currently operating twice a week and operational days will be increased to three times a week during the 2011/12 financial year.

There is also a private clinic in Hillshaven, owned by Goldfields, running five days a week catering only for their employees.

Mobile Points

- Doornpoort,
- Kopanong
- Libanon
- Orion
- Simunye
- Leeuwdoring
- Thusanong
- Waterworks
- Waterpan
- Shepard's Flok – Venterspost area
- Themba Section - Bekkersdal informal settlement
- Oral Health Services rendered via a Provincial Dental Mobile

Table No14: Health and Welfare Facilities provided in the Westonaria municipal area

TOWN-SHIP	NAME	TYPE	Staffing	Nursing Staff	DAYS OP	HRS DAY	TYPE OF SERVICE
Bekkersdal	Bekkersdal East Health Clinic	Municipal Clinic	Prov	4	5	07h30-16h00	Primary Health Care
Bekkersdal	Bekkersdal West Clinic	Municipal Clinic	Prov 2	18 2	7 7	07h30-19h00 & 19h00-07h00	Primary Health Care
Venterspost	Venterspost Health Clinic	Municipal Clinic	Prov	3	5	07h30-16h00	Primary Health Care
Westonaria	Westonaria Health Clinic	Municipal Clinic	Prov	10	5	07h30-16h00	Primary Health Care
Hillshaven	Hillshaven Health Clinic	Municipal Clinic	Prov	2	1	07h30-16h00 (2x a week)	Primary Health Care
Glenharvie	Glenharvie Health Clinic	Municipal	Prov	4	5	07h30-16h00	Primary Health Care
Zuurbekom	Zuurbekom Health Clinic	Municipal Clinic	Prov	5	5	07h30-16h00	Primary Health Care
Simunye	Simunye	Municipal Clinic	Prov	10	6	07h30-19h00 & Sat 07h30-13h00	Primary Health Care
TOTAL			**0**	**65**			

* *Same person who serves these clinics.*
Nursing Staff Consists of Prof Nurses, Aux Nurses and Aux Nursing Assistance

B 6.4 CRIME

Theft constitutes more than 60% of the total crime-related incidences on the West Rand. A national solution cannot longer be perceived to be the only solution. Each individual should be motivated to contribute to spread a message of high ethics.

Proposed Magistrate's Court, Police Station and Staff Quarter

The Department of Justice and the Department of Public Works indicated interest in building a magistrate's court, police station and staff quarters in Simunye Ext 2. The proposed site is on the corner of Boitumelo Road and Kgotlelela Drive, in Simunye. This development has the potential to become a nodal point attracting other businesses to the area.

Closed Circuit Television (CCTV)

Phase one of the closed circuit television (CCTV) project, which was initiated by the West Rand District Municipality (WRDM) and valued at R17m over a three-year period, has been completed and is currently active. A total of 12 cameras have been installed in the CBD of Krugersdorp, 10 in the CBD of Randfontein and 3 in Westonaria.

Many technical challenges had to be overcome during the commissioning of the project such as the distances between the various areas and the Emergency Operations Centre located in Mogale City where the monitoring is taking place.

The South African Police Service (SAPS)has assigned a full-time coordinator who is located at the Centre. During the first three months of operation no less than 817 criminal acts, 151 traffic violations and 79 general municipal management incidents have been recorded.

Nine successful arrests have been made. In the months to come the focus will be on the collective improvement of response to anti-social conduct. Much work still needs to be done on improving district-wide coordination and collective participation in the project with the view to significantly impact on crime patterns.

For Westonaria it is planned to have three (3) additional cameras added to the existing three (3) cameras installed in the CBD. This will entail that strategic areas (crime hot spots) will have to be identified where these additional cameras will be installed. This was supposed to be done again by WRDM Public Safety in the 2009/10 financial year. It is however also important that Westonaria Local Municipality considers having a dedicated budget that will be used to expand the projects to other areas such as Bekkersdal and Simunye.

B 7 WARD ANALYSIS

Initially Westonaria Local Municipality had15 wards each having its own Ward Councillor. Over the years politicians and officials with the assistance of the community attempted to align development closer to the needs of the community.

After the elections held on 18 May 2011, Council now has 16 wards with 31 Councillors by way of adding one Ward Councillor for the newly established ward 16 with a Proportional Representative Councillor. The new ward will cover Cooke 3, Nufcor, West Rand Agricultural Holdings and farm portions.

B 7.1 WARD BASED PLANNING

After the 1st Review of the IDP, during 2008, a ward based approach was followed in compiling the Integrated Development Plan. This approach was once again followed since wards were demarcated for the elections held on 18 May 2011. An additional ward, namely Ward 16 was formed

A synopsis is provided reflecting on the location of the Ward, whether a Ward Committee is functional, whether a Community Development Worker (CDW) is active in the ward, a summary of services offered in the Ward, as well as a short summary of the capital projects undertaken for the current financial year. Capital projects are planned in certain wards to address the needs expressed, however the benefit of the project is enjoyed by all the residents of greater Westonaria. These projects are listed as such.

The Ward Committees and CDW's are structures put in place to assist the Ward Councillor.

B.7.2 WARD COMMITTEES

Powers, functions and responsibilities

1. Ward Committees are advisory bodies that must work through their Ward Councillor.
2. Ward Committee should assist Council in particular with the following functions in their ward:
    i. Making recommendation to the Ward Councillor on matters affecting the ward;
    ii. Mobilise the community in the ward to take part in the preparation of Council's budget, implementation and review of the IDP and also submit proposals for inclusion in the IDP;
    iii. Inputs on strategic decisions relating to the provision of municipal services;
    iv. Interact with other community structures like Community Policing Forum, School Governing Bodies; etc. and
    v. Support and co-ordinate programmes like HIV/AIDS at ward level.

B 7.3 COMMUNITY DEVELOPMENT WORKERS (CDWS)

Community Development Workers are active with the greater Westonaria area.

The Job Description of CDW

1. Inform and assist communities with access to service delivery provided by all spheres of government.
2. Determine the needs of communities and communicate these with government.
3. Promote a network between community workers, public servants and projects to improve service delivery.
4. Compile reports and progress about issues.
5. Keep up to date about all services rendered by government.

The Broad Based Approach of CDWs

- Identify development needs , areas for improved service delivery, and poverty alleviation;
- Promote Batho Pele Principles, address corruption and poor service delivery;
- Build partnerships with civil society;
- Build organisations and participation by an informed citizenry; and
- Help people with to apply for identity documents, birth certificates, etc.

Report Channel

- The CDW reports directly to the provincial level – Department of Local Government.
- Discussions are underway to ensure that copies of the reports submitted by the CDWs should first be submitted to the Speaker's office keeping him informed of the critical issues in the various wars
- Through their Regional Supervisors, CDWs of West Rand are located in the West Rand District Municipality.

Mechanisms to assist the CDW's

Intergovernmental Service Delivery Forum (ISDF) will fast-track intervention.

Achievements

- Assisted the community to obtain identity documents;
- Promoted relevant structures to the youth and assisting them to link up to them;

- Facilitated employment through labour intensive projects e.g. building of sidewalks in Bekkersdal;
- Facilitated the training on Disaster Management offered by WRDM attended by approximately 60 volunteers;
- Established closer links with sector departments to improve service delivery within the community and
- Identified possible sponsors that might be interested in certain projects.

Meetings with Ward Councillors and Ward Committees are some of the valuable tools to gather information and to address the needs of the community. However, contact is not restricted to these structures only, letters, telephone calls and discussions with relevant officials of Council are also mechanisms to bring about change, get projects listed in the IDP and on the Budget.

WARD 1

Cllr Mzukisi Ngamtwini
Number of Registered Voters: 3 280

The Ward comprises the following areas: Thusanang, Jachtfontein, South Deep and eastern side of the town Westonaria. It consists of a diverse community ranging from an informal settlement (Thusanang), mining communities (South Deep and Ezulweni) and farmers and business community (Jachtfontein).

A Ward Committee consisting of:

Ms.Dipou Mokotedi
Ms Nofikile Galoshe
Ms Nonelwa Gxabalala
Mr Jabulile Khathi
Mr. Lehlohoholo Matlemane
Ms Lonia Ngcobo
Mr Thembisile Qumba
Ms.Seikadi Leketedi
Ms Sisanda Nkolwana

Community Development Worker (CDW) for the Ward: MookhoLethae at Thusanang

The following services are offered in Ward 1:

Mobile Clinic	Taxi Rank at South Deep	• Tarred Roadsin South Deep property • The main road through Jachtfontein • The R28 and • The road to Fochville	Electricity Connections in dwellings at South Deep and Jachtfontein	High Mast Lights at South Deep	Tapped Water at South Deep and Jachtfontein
Toilets in dwellings at	7 Water Tanks	Sports fields x 2	Parks x 1	Thusanang: 300	Container Library –

South Deep and Jachtfontein				VIP toilets 30 communal stand pipes	official opening in October 2011

Residents of the Ward use the following facilities located in other wards:

- Schools,
- Churches,
- Old Age Home,
- Storm water drains,
- Some sections do not have toilets in the homes
- No Informal Traders selling goods

Crime is reported in the area at Thusanang and at Jachtfontein where the businesses are targeted. Theft of cables next to R28 road raised concern.

Organisations active in the area:

Youth Forum
National Union of Mineworkers (NUM)

CAPITAL PROJECTS: WARD 1

IDP Ref	Key Performance Area (KPA)	Description of Project	Amount (Million)	Progress Made & Expected completion date
Capital Projects for 2010/2011 financial year: Ward 1				
1112/002	Basic Service Delivery	Container Library at Thusanang		Installed and Operational

PROJECTIDENTIFIED – AMOUNT AND TIME FRAME AWAITED		
0910/102	Construction of 1400 housing units at Thusanang – Project of the Department of Housing	

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WARD 2

Cllr Mkhuseli Jokazi
Number of Registered Voters: 3 440

The Ward is situated on the southern side of Westonaria. .It covers amongst others covers Glenharvie, Leeudoorn mine and the married quarters of Leeudoorn mine.

The Ward has a Ward Committee consisting of:.

Mr John Hubela
Mr Bhekisizwe Matomela
Ms Mapuleng Mofokeng
Ms Nomveliso Moni
Mr Sekhoba Motsoane

Mr Mtukayise Msibande
Mr Hloniphile Nomgcana
Mr Maxwell Sam
Mr Thamanga Neonyana
Ms Nthabiseng Tshabalala

Community Development Worker (CDW): Tebogo Modise

The following facilities are offered in Ward 2:

1 x School	Clinic and Mobile Clinic	Taxi Rank at Leeudoorn	4 x Churches	Tarred Roads	Electricity Connections in homes	Water connections in homes
Storm-water drains	Inside toilets	Sports fields x 3	Parks x 5	Informal Traders selling goods		

Residents of the Ward use the following facilities located in other wards:

- Taxi Rank
- Old Age Home
- Cemetery
- Community Hall
- Satellite Police Station

Crime is reported in the area around Glenharvie, Leeudoorn, Schoonplaas and farming community. The forest between Kloof and Leeudoorn mines was also identified as an area where crime occurs. Proper lighting at Leeudoorn's Marriage Quarters entrance should receive attention.

The following movements are active in the Ward:

- Youth Forum
- National Union of Mine Workers (NUM)

CAPITAL PROJECTS: WARD 2

IDP Ref	Key Performance Area (KPA)	Description of Project	Amount (Million)	Progress Made & Expected completion date
Capital Projects for the 2010/11 financial year: Ward 2				
0506/005	Basic Service Delivery	Glenharvie Rand Water Pump Station: Electricity Supply	R0,5	On hold
0809/027	Basic Service Delivery	MV Switchgear: Glenharvie Pump Station	R0,04	On hold
0607/048	Good Governance	Replace AC water pipes: Glenharvie	R0,3	On hold

WARD 3

Cllr Amanda Sityebi
Number of Registered Voters: 2 533

The Ward is situated at Kloof Gold Mine.

The Ward has a Ward Committee consisting of:

Ms.Nokwayintombi Mpahleni
Mr Msityana Zibele
Mr Zwelilhe Wiseman Dlamini
Mr Mzuhlangene Fikeni
Mr Mzolelwa Nongqoyi
Mr Andile Makheba
Mr Sebenzile Maskoti
Mr Khayalethy Maqele
Mr Ntsindiso Nicolus

Community Development Worker (CDW): Vacant
The CDW focuses on the ID Campaigns and Safety Awareness.

The following facilities are offered in Ward 3:

Clinic	Taxi Rank	Churches	Storm-water drains	Sports field x 1	All dwellings have access to electricity	All dwellings have toilets
School						

The following facilities located in other wards:
Cemetery

Crime is reported on the mining premises.
Crime occurs at Liquor Stores
At the sports grounds when people pass going to work.
A request was made that Shabeens in the area be better monitored.

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WARD 4

Cllr Nomthandazo Mkhumbuzi
Number of Registered Voters: 3 793

The Ward is situated between the area of West and Bridges Streets, the area between Bridges and Forbes Streets.

The Ward has a Ward Committee consisting of:

Ms Nomsa Matiwane
Ms Nokubonga Makanda
Ms Nocawe Khinana
Mr Titus Ngcaphalal
Mr Zukileusasa
Ms Sibongile Shiwa
Ms Sonelwa Sikanii

Community Development Worker (CDW): Ntombi Mogole

The following facilities are in the Ward:

Clinic	Taxi Rank	Church x 1	Tarred Roads	Electricity connections in dwellings	High Mast Lights	Tapped water in dwelling
Storm-water drains	Toilets in dwellings	Cemetery	Sports Field x 2	Parks x 2	Informal Traders selling goods	

Residents of the Ward use the following facilities located in other wards:
A school
An Old Age Home

Crime
Crime mostly occurs within the Westonaria west area e.g. Malan, Edwards, Bridges, Grobbelaar Street, Fowler Streets.

CAPITAL PROJECTS: WARD 4

IDP Ref	Key Performance Area (KPA)	Description of Project	Amount (Million)	Progress Made & Expected completion date
Capital Projects for the 2010/11 financial year: Ward 4				
0708/043	Good Governance and Service Delivery	Upgrading Westonaria Solid Waste Disposal Site – (All Wards to benefit) (Phase 3)	R5,76	Construction 49% completed
0708/032	Basic Service Delivery	Replace AC Pipes (Water and Sewer	R0,13	On hold
Capital Projects for the 2011/12 financial year: Ward 4				
0708/043	Good Governance and Service Delivery	Upgrading Libanon Landfill Site (Phase 3)	R3,0	June 2012

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WARD 5

Cllr Patrick Mkhungekwana
Number of Registered Voters: 2 756

The Ward is consists of a portion of Libanon Mine and Venterspost as well as small holdings in the surrounding areas.

The Ward has a Ward Committee consisting of:

Ms Susan Sekete
Mr Daniel B Nohabile
Mr Magondo Mveli
Mr Joseph Ralete
Mr Frans Hauke
Mr Kenalemang Mmoloao
Ms Belinah Seloene
Mr Phutlwana Mankabane.

The Community Development Worker (CDW): Vuyelwa Mnqwazana
The CDW assists the community with registration for identity book and birth certificates, grants and pension payouts.

The following facilities are offered in Ward:

School	Clinic	Taxi Rand	Church	Tapped water in dwellings	Electricity in dwellings	Tarred roads
Storm-water drainage	Toilets within dwellings	Sports field	Parks	Informal Traders selling	Parks	

The residents of the Ward utilise the following facilities at other wards:
Old Age Home

Crime is reported to happen at Libanon and Venterspost.

CAPITAL PROJECTS: WARD 5

IDP Ref	Key Performance Area (KPA)	Description of Project	Amount (Million)	Progress Made & Expected completion date
Capital Projects for the 2010/2011 financial year: Ward 5				
0607/070	Service Delivery	Venterspost – Replacement of existing underground outfall sewer pipes and pump stations with	R6,5	Completed

IDP Ref	Key Performance Area (KPA)	Description of Project	Amount (Million)	Progress Made & Expected completion date
		above the ground pipeline		
0607/050	Good Governance	Replace AC Water Pipes	R0,2mil	On hold
Capital Projects for the 2011/2012 financial year: Ward 5				
0708/043	Service Delivery	Upgrading of the Libanon Landfill Site (Phase 3)	R3,0mil	2012

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WARD 6

Cllr Piet de Jager
Number of Registered Voters: 3 057

The Ward is located within the boundaries of Westonaria. It consists of Westonaria and Hillshaven.

The Ward has a Ward Committee consisting of:

Ms Leonie Marais
Ms Elizabeth Schoeman
Ms Mona Solomon
Ms Anneke van der Hoff
Mr Stuart Solomon
Mr Quinton Steward
Mr Abraham Lebona
Ms Marietjie de Jager
Mr NoziphoStemele

Community Development Worker (CDW): NelisiweSangweni

The following facilities are offered in Ward:

Schools 2	Churches	Old Age Home	Tarred Roads	Electricity connections in dwelling	Tapped water in dwelling	Storm-water drains
Toilets in dwelling	Parks	Sport field				

Residents of the Ward use the following facilities located in other wards:
Clinics
Taxi Rank
Cemetery

Crime:
Theft and house breaking

CAPITAL PROJECTS: WARD 6

IDP Ref	Key Performance Area (KPA)	Description of Project	Amount (Million)	Progress Made & Expected completion date
Capital Projects for the 2010/11 financial year: Ward 6				
0708/033	Basic Service Delivery	Storm-water inlets: Hillshaven	R0,5 m	On hold
Capital Projects for the 2011/12 financial year: Ward 6				
0708/033	Basic Service Delivery	Storm-water inlets: Hillshaven	R0,5 m	June 2012
0506/035	Basic Service Delivery	Refurbishment of hawkers stalls at Davies and Forbes Taxi rank	R1,3	June 2012

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WARD 7

Cllr Nontombi Dyase (Ms)
Number of Registered Voters: 3 521

The Ward is situated at Simunye Ext 5 and Ext 1 (Nare Side)

The Ward has a Ward Committee consisting of:

Ms.Sibongile Khumalo
Mr John Madini
Ms Granny Matase
Ms Tseleng Mofokeng
Mr William Magoaia
Ms.Sheila Molefe
MsEster Mphuphu
Ms Maria Seieke
Ms Thabiseng Tshupane

Community Development Worker (CDWs): Ouma Mokgothu
The CDWs focus on ID and Safety Awareness Campaigns, assisting the community to obtain birth certificates, etc.

The following facilities are offered in Ward 7:

Schools x 3	Formal clinic built by	Taxi Rank x 2	Churches x 4	Tarred Roads in parts of	Electricity in the dwellings	High Mast Lights

	Goldfields will be opened in the near future			the ward		
Water in dwellings	Storm-water drains	Toilets in dwellings	Cemetery is under construction	Hawkers x 3	Parks	Sportsfield

Residents of the Ward use the following facilities located in other wards:
Old Age Home

Crime is reported to happen at:
The Bridge in Simunye between Ext 1 and Ext 5
Open space between Ext 1 and Ext 3
House breakings in Ext 5 are very high.

Organisations active in the ward
Child Welfare

CAPITAL PROJECTS: WARD 7

IDP Ref	Key Performance Area (KPA)	Description of Project	Amount (Million)	Progress Made & Expected completion date
Capital projects for 2010/11 financial year: WARD 7				
0809/018	Good Governance	Furnishing the Library at Simunye	R2,0	Done. Official opening 16 March 2012
Capital projects for 2011/12 financial year: WARD 7				
0708/068	Basic Service Delivery	Link Road between Bekkersdal and Simunye	R35,0	June 2012
0708/034	Basic Service Delivery	Boitumelo Road in Simunye	R10,0	June 2012
0607/012	Basic Service Delivery	Simunye Multi-Purpose Sport and Recreation Centre	R2,6	June 2019

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WARD 8

Cllr Esther Molatlhwa
Number of Registered Voters: 3622

The Ward is situated at Simunye Ext2,3,4, Ext 1 on the railway side.

The Ward has a Ward Committee consisting of:
Ms.Nehemia Phetoe
Ms.Eudacia Tyawana
Ms.Sindiswa Ntsabo
Ms.Zodwa Makupula

Mr. Jacob Molatlhwa
Mr. Jackson Nkeane
Ms. Albertina Tshoba
Ms. M Masechaba

Community Development Worker (CDW): Hlanganyana, Cynthia. The CDW focuses on social problems, assistance with legal documents and domestic problems.

The following facilities are offered in Ward:

School x 1	Churches operating from dwellings	Tarred Road – Only the main road is tarred	Electricity connections in dwellings	Storm-water drains	Toilets within the dwellings	Sport field x 1
Parks x 3	Informal Traders selling goods	Tapped water in dwellings				

Residents of the Ward use the following facilities located in other wards:
School
Clinic
Taxi Rank
Old Age Home
High Mast Lights

Crime:
In open spaces - Pick-pocketing
At Taverns
House breakings

The following movement is active in Ward 8:
Independent Council of Churches (ICC)

CAPITAL PROJECTS: WARD 8

IDP Ref	Key Performance Area (KPA)	Description of Project	Amount (Million)	Progress Made & Expected completion date
Capital projects for 2010/11 financial year: WARD 8				
0809/018	Service Delivery	Simunye Library	R3,29	Tender stage 9%
	Good Governance	Furnishing the Library at Simunye	R2,0	In Process
0809/028	Service Delivery	Electricity: Simunye Feeder	R2,5	On Hold
0708/037	Service Delivery	Walkways: Simunye	R0,2	On Hold
0910/115	Service Delivery	Construction Simunye Internal Roads	R3,39	43% completed

0506/039	Service Delivery	Establishment of New Cemetery in Simunye (Phase 1 & 2)	R4,8	Construction 45% completed
0607/012	Service Delivery	Simunye Multi Purpose Sport and Recreation Community Centre	R2,2	Design stage 42%
Capital projects for 2011/12 financial year: WARD 8				
	Basic Service Delivery	Link Road between Bekkersdal and Simunye	R35,0	June 2012
	Basic Service Delivery	Boitumelo Road in Simunye	R10,0	June 2012
	Basic Service Delivery	Simunye Multi-Purpose Sport and Recreation Centre	R2,6	June 2019

WARD 9

Cllr Simon Kolo
Number of Registered Voters: 3734

The Ward is situatedat Spook Town and the Transit Camp in Bekkersda including the cemetery and Winnie (Holomisa) Section– Informal areas

The Ward has a Ward Committee consisting of
Ms.Nondumiso R Tom
Mr. Bhekezakhe Radebe
Ms.Nomelubakho Guzana
Mr. William L. Nkomonye
Ms.Nokufika Mathile
Ms.Sahlukaniso Nqetho
Ms.Nomalady Neti
Ms.Nosisa M. Petulen
Ms.Somokazi Ntandane

Community Development Workers (CDW): SiphiweMatwa.

The following facilities are offered in Ward:

Uses the facilities of East Clinic	Taxi Rank	Churches x 6	Main Road into Bekkersdal is only tarred road	High Mast Lights - out of order	Cemetery	Communal Water Taps
VIP toilets						

Residents of the Ward use the following facilities located in other wards:
School
Old Age Home

Sports field
Parks

Crime
House breakings
At Taverns
Locked Shacks
Open Spaces
Mine Workers are often victims of crime

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WARD 10

Cllr Thabani Mngomezulu
Number of Registered Voters: 2647

The Ward is situated at Silver City, Bekkersdal and another portion known as Ghana Section as well as a portion of Spook Town. It consists of both formal and informal areas.

The Ward has a Ward Committee consisting of:

Ms.Mamokete Moloi
Ms.Nomvula Thafeni
Ms.Nonceba Simanga
Ms.Belina Sinyanya
Ms. Lydia Mkhoma
Ms.Thandiswa Qhutyelo
Ms.Yoliswa Qingana
Ms. Veronica Damisi
Mr. Joseph Mofokeng

Community Development Workers (CDWs): Itumelent Ntsoelengoe, Jabu Ntshotsho

The following facilities are offered in Ward:

Clinic	Taxi Rank	Churches x 4	Tarred Roads	Electricity Connections in dwellings	High Mast Lights	Water taps in dwelling
Communal Taps x 12	Storm-water drains	Toilets within dwelling	VIP Toilets	Park x 1	Informal Traders selling goods	

Residents of the Ward use the following facilities located in other wards:
Schools
Old Age Home
Cemetery

Crime
Crime occurs in Panay Panya Street and Xuma Street
In Silver City at Korian – liquor store

Between Spook Town bridge and Silver City taxi rank near Bekkersdal Development Forum shacks.

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WARD 11

Cllr. Sylvia Khenene
Number of Registered Voters: 2550

The Ward is situated in the Informal Settlement from the Bekkersdal West Clinic stretching down Kgomo EA Hlaba Street down to Busy Bee and to the Bekkersdal Development Hub.

The Ward has a Ward Committee consisting of:

Mr. Nelson N. Dlamini
Ms.Nosipho Faliteni
Ms.Nomnikelo Bangiso
Ms.Nombuyiselo Ngcunukana
Mr. Phumzile Cebisa
Ms.Nomzamo Mqukuse
Ms.Busisiwe Majola
Mr. Lulama Mabandla
Ms.Nomakhwezi Kentani

Community Development Workers (CDW): Jabu Mkhonza

The following facilities are offered in Ward:

West Clinic	Taxi Rank	Churches	Tarred Road – Main road to Bekkersdal	High Mast Lights but are vandalized	Communal water taps	Storm-water drains
VIP toilets	Sports field x1	Parks x 1	Informal Traders selling goods	Cemetery		

Residents of the Ward use the following facilities located in other wards:
Schools
Old Age Home

Crime is reported to happen at:
The passages near the Vodacom container
Under the bridge
Near taverns

NGOs active in the Ward
Siza' Bantu

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WARD 12

Cllr Daniel Mampe
Number of Registered Voters: 2880

The Ward is situated within a formal section of Bekkersdal, and the informal areas namely Z Section, X Section and Cook 2 mine.

The Ward has a Ward Committee consisting of:

Mr. Molefi Kgampe
Ms.Nombulelo Mndawo
Mr. Isaac Goto
Mr. Maud Lefakane
Mr. Peter Malunga
Mr. Vuyo Zwane
Mr. Mbuti Moseki
Ms.Mabelane Masenya
Ms.Machere Modimoeng
Ms Josephine Motsepe
Community Development Workers (CDWs) are: Lebogang Mabuela, Elizabeth Sesi Phaenane, Elvis Soxokashe,.

The CDWs promote governmental services.

The following facilities are offered in Ward:

Schools x 3	Taxi Rank	Churches	Electricity Connection in home (part of the Ward)	Highmast Lights are at informal settlement	Toilets in the dwelling	Sports Field x 1
Parks x 2	Most of roads in ward is tarred	Taps in most homes except informal area	Hawkers selling goods			

Residents of the Ward use the following facilities located in other wards:
Clinic
Old Age Home
Certain section no tarred roads
Certain section no electricity connections
Certain section no storm-water drainage
Cemetery

Crime is reported:
All over the ward
Incidents of rape are reported in poorly lit areas

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WARD 13

Cllr Ismael Merabe
Number of Registered Voters: 3158

The Ward is situated in the formal Bekkersdal covering a portion of Zama Street, Johnson Street, Godlo Street, Mosidi Street and the informal settlement at Ghana section..

The Ward has a Ward Committee consisting of:

Ms Rebecca Ngakane
Mr Peter Mahle
Mr Mzwandile Mithani
Mr Martha Mlaza
Mr Refiloe Motseki
Mr Daniel Mohlabeng
Mr Sello Mpinga
Mr William Mathe
Ms Rosinah Sebatlelo

Community Development Worker (CDW) are Stella Genani, Tshokolo Mokobane, Churchill Mjikelo.

The following facilities are offered in Ward:

Schools x 4	Clinic – East Clinic	Taxi Rank x 1	Churches	Old Age Home	Tarred Roads – some not in a good condition	Electricity in the dwellings
High mast Lights x 4 – decommissioned due to vandalism	Water taps in the dwelling	Storm-water drains	Toilets within dwellings	VIP toilet at the Scrap yard	Sports fields x 1	Parks x 2
Informal Traders selling goods -						

Residents of the Ward use the following facilities located in other wards:
Most amenities are in the ward itself.

Crime is reported to happen at:
Modisa-Otsile situated close to the police station
Open areas where there are no street lights

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WARD 14

Cllr KhayaNcele
Number of Registered Voters: 3169

The Ward is located at Bekkersdal – Thambo Section – mostly informal settlement.

The Ward has a Ward Committee consisting of

Mr Percy Johnson
Ms Nolusindo Adonis
Ms Xoliswa Cubungu
Mr Mntuwekhaya Dickson
Mr Clifford Mthethwa
Ms Noluthando Ncaphayi
Ms Nozihiwo Ncele
Ms Noluthando Ngamlana
Ms Nophumzile Sotewu

Community Development Worker (CDW): Dimakatso Ramutla
The following facilities are offered in Ward:

Churches	High mast lights – decommissioned due to vandalism	Informal Taxi Rank	VIP Toilets	2 Tarred Roads – access roads. Others mainly gravel		

Residents of the Ward use the following facilities located in other wards:
Schools
Clinics
Taxi Rank
Old Age Home

Crime is reported to happen at:
Open spaces during night time
Mine workers are often reported to be the victims of crime.

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WARD 15

Cllr Thokozani A Mncube
Number of Registered Voters: 3462

The Ward is situated at near the pertrol station and the police station, community hall and library. The ward is dividedinto two sections namely formal and informal areas. Thambo outlines the informal areas and Bekkersdal Hostel and Skierlik represent the formal area.

The Ward has a Ward Committee consisting of:
Ms. Vivian Ralarala
Ms.Sisa Makaula
Ms.Nothiswa Gagayi
Ms.Zoliswa Mpangiso
Ms. Lorraine Raphoto

Mr. Nicholson Nkxoyi
Ms.Vuyelwa Gqeba

Community Development Worker (CDW): Vacant

The following facilities are offered in Ward:

Churches – mostly informal	VIP Toilets +/- 600	Sports Fields x 2	Informal Traders selling goods	Communal taps		

Residents of the Ward use the following facilities located in other wards:
Schools
Clinics
Taxi Ranks
Old Age Home
Tarred Roads
Storm-water drains

Crime is reported to happen at:
The Tavern
In the streets
Yards where people stay
Donaldson Dam

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WARD 16

Cllr Itani Gladys Khoza (Ms)
Number of Registered Voters: 3554

Ward 16 consists of Cooke 3 mine, Zuurbekom Agricultural Holdings and Waterworks informal settlement along N12.

The Ward has a Ward Committee consisting of:

Mr. SphamandlaThabethe
Ms.Sesi M. Sibisi
Mr. Mpho Seane
Mr. Lerato Sefudi
Mr. Patric Makhuvha
Ms.Annah Moepeng
Ms Kholiwe Nkosi
Ms Susan Mali

Community Development Worker (CDW): Dikeledi Mohlakoane

The CDW focuses on creating an awareness of government programmes, imbizo's IDP, consumer rights, women rights. Programmes are linked to the themes of the moth.

The following facilities are offered in Ward:

School from Gr R – 9 (Intermediate)	Clinic – 1 Mobile and 1 Satellite	Churches	Tarred roads – mostly in the formal area	Electricity connections in the formal houses	Piped water in the formal houses	Toilets within the formal houses
Communal Taps in informal area	VIP toilets at informal area	Park in the informal area	Informal Taxi areas	Storm-water drainage in the formal area	Library at the school	Hawkers do business in the area

Residents of the Ward use the following facilities located in other wards:

Schools
Old Age Home
Cemeteries
Sports fields

Crime is reported to happen at:
All over the ward

NGO's active in the Ward:
Philani and Carroll Shaw Memorial Centre

Capital projects: 2011/12 Financial Year: WARD 16

IDP Ref	Key Performance Area (KPA)	Description of Project	Amount (Million)	Progress Made & Expected completion date
0910/117	Basic Service Delivery	George Sachs Road in Zuurbekom	R12,5	June 2019
0910/087	Basic Service Delivery	ZuurbekomMulti Purpose Sports and Recreational Community Centre	R1,95	Design stage 100% completed
0304/009	Basic Service Delivery	Build a Clinic (4 Consulting room) in Zuurbekom (Community Centre)	R2,5	A list of stands, i.e. building structures is obtained and an assessment of a most suitable structure is being carried out

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B 8 REGISTER OF COMMUNITY NEEDS - November 2010 and February 2012

The public participation process preparing for the 2011/12 Integrated Development Plan (IDP) of Westonaria Local Municipality was initially scheduled for 8 to 18 November 2010. The said program was deviated from and the meetings were rescheduled to 15 – 25 November 2010. Preparing for the 2012/13 Budget and IDP required following a public participation process held 31 January to 23 February 2012.

Most of the issues mentioned by the community were of operational nature. Although these matters are dealt with as soon as possible, vehicles, equipment and other resources are needed to execute. It is in this regard that the West Rand District Municipality (WRDM) and sector departments can be of assistance.

Often issues not within the ambit of local government are also mentioned. These matters are reported to the relevant sector department for consideration and attention.

WARD 1 - THUSANANG

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
		NOVEMBER 2010	
1	Houses are needed	The landowner Mr. Tinashe Mashoko has given consent for the Department of Housing and Council to investigate the suitability of the land, a portion of about 64ha in Thusanang. A further 152ha also in Thusasang is under discussion.	The municipality in partnership with the Provincial Department of Local Government and Housing are in the process of undertaking planning studies for the housing development of Thusanang. This includes obtaining land for the development of these houses.
2	Roads are in a poor state	Roads grading programme is available	The municipality is implementing a programme for the maintenance of 110 km gravel/ dirt roads throughout Westonaria

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
3	Employment Opportunities are needed	Appointment of 182 part time employees for six months appointed 20 general workers.	The municipality is planning to appoint a total of 400 people in the EPWP programme by the end June 2012. 2000 people within Westonaria are part of the CWP programme. The municipality will ensure that the majority of people employed in construction projects are from the local communities..
4	Despite the cemetery in Simunye, the Thusanang community expressed a need of their own cemetery.	Due to number of community members and lack of land for cemetery the issue cannot be addressed.	Matter is finalised.
5	There is a need for Hospital and a Police Station.	Matter will be referred to relevant / responsible authority	Matters will be taken up with the relevant sector departments.
6	There is a need for a High School.	Matter will be referred to relevant / responsible authority	Matter to be referred to District Education Department.
7	No police visibility.	Matter will be referred to the Community Policing Forum (CPF)	The matter will be raised at the Cluster Crime Combating Forum and CPF meetings.
8	Crime is high.	Matter will be referred to the Community Policing Forum (CPF)	The matter will be raised at the Cluster Crime Combating Forum and CPF meetings.

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
		FEBRUARY 2012	
1	Houses are needed	When Thusanang is declared developable it will address the issue of houses	The municipality in partnership with the Provincial Department of Local Government and Housing are in the process of undertaking planning studies for the housing development of Thusanang. This includes obtaining land for the development of these houses.
2	Employment opportunities are needed	Labour intensive methods for projects will be looked into. Expanded public works programme is already supported. Local contractors are used for service delivery.	The municipality is planning to appoint a total of 400 people in the EPWP programme by the end June 2012. The EWP programme will be increased in 2012/12 FY. 2000 people within Westonaria are part of the CWP programme. The municipality will ensure that the majority of people employed in construction projects are from the local communities.
3	Library is not functional	Matter is receiving attention	The municipality is in the process of appointing a Library Assistant from Thusanang community to ensure that the library is open on a daily basis.
4	Mobile clinic staff is not professional. They do not close the door when consulting a patient.	Matter will be referred to relevant / responsible authority	Matter to be taken up with the Health Department District Manager for a speedy resolution.
5	Sewerage removal is not done on a regular basis. A more regular service is required.	Residents request drainage. Matter is attended to	As and when required, Private Service Providers are engaged to improve the efficiency of the programme.

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
6	The community from Papalala feels excluded from being part of Ward 1.	Papalala is seen as very much part of Thusanang.	Residents from Papalala will also benefit from the housing scheme for Thusanang residents.
7	The houses in Papalala needs numbering for identification.	Noted	The municipality will ensure that the houses at Papalala are numbered.
8	A crèche is needed	Noted	Matter to be looked into to determine the actual need and refer the matter to the Provincial Department of Social Development.
WARD 2 & 3			
November 2010			
1	Residents request drainage. Matter is attended to	As and when required, Private Service Providers are engaged to improve the efficiency of the programme.	Residents request drainage. Matter is attended to
2	Streetlights are not working	Repairs are undertaken, but vandalism and cable theft incidents are a challenge	Communities should take ownership of the Infrastructure to ensure that it serves the purpose and benefit the Communities. The municipality has budgeted for the new installation and replacement of street lights throughout the municipal area.
3	Trees that were cut down needed to be collected quicker	Noted and will be attended. Vehicles contribute to late collection of waste generated during maintenance and pruning of trees	Appointed service provider for cleaning of illegal dumping, litter and removal of the trees. The municipality will also explore use of Expanded Public Works Programme (EPWP) for removal of waste.

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
4	Learner transport is needed.	Matter will be referred to relevant / responsible authority	Matter to be referred to the West Rand District Education.
5	No police presence.	Matter will be referred to the Community Policing Forum (CPF)	The matter will be raised at the Cluster Crime Combating Forum and CPF meetings.
6	Social Workers are needed.	Community Services prioritises the appointment of Social Workers. At least one appointment is planned for the next financial year	The municipality will be appointing a Social Worker for the 2012/13 fy.
7	How to get a R950.00 voucher from Social Services – must qualify for indigent status	Information will be sought from local Social Development Office and given through to the Ward Councillor	Information will be sought from local Social Development Office and feedback will be given through the Ward Councillor.
8	SPCA Services are needed.	The Service Level Agreement (SLA) with the SPCA needs to be finalised to inform the Budget	SLA to be finalised.
NOVEMBER 2011			
1	Electricity and water bills are very high – prepaid meters are favoured	Installation of pre-paid water meters in the informal settlements will go a long way in alleviating the challenge. The installation of pre-paid meters will continue. The 2012/13 Budget makes provision for the installation of 2000 meters	Installation of 2000 pre-paid meters is planned for the entire Westonaria.
2	Job creation	Labour intensive methods for projects will be looked into. Expanded public works programme is already supported. Local contractors are used for service delivery.	The municipality is planning to appoint a total of 400 people in the EPWP programme by the end June 2012. The EWP programme will be increased in 2012/12 FY. 2000 people within Westonaria are part of the CWP programme. The municipality will ensure that the majority of people employed in construction projects are from the local communities.

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
3	Crime at Leeudoorn is rife.	Matter will be referred to the Community Policing Forum (CPF)	The matter will be raised at the Cluster Crime Combating Forum and CPF meetings.
4	Learner Transportation is needed	Matter will be referred to relevant / responsible authority	Matter to be referred to West District Education.
5	A robot is needed at the R28 and N12 intersection due to the many accidents.	Matter is receiving attention through the lobbying of responsible authority	The matter is currently receiving urgent attention with the Provincial Department of Transport.
WARD 4, 5 & 6			
NOVEMBER 2010			
1	Refuse Removal needs attention	Municipality is in the process for hiring outside service providers for refuse removal and compactor truck	Service Provider has been appointed and will explore more alternatives including use of local contractor.
2	Potholes in the roads need to be fixed	Potholes are fixed as and when reported.	The municipality is implementing a road maintenance program which includes the fixing of potholes.
3	Streetlights to be fixed	Vandalism and cable theft a challenge. Repairs are done where possible.	Eskom be engaged in the awareness campaign to be rolled-out to the communities. ” Operation Khanyisa”
4	Houses are needed by the commuters in Venterspost	There is an inter-departmental team within the municipality dealing with issues of housing in Venterspost. There are Council stands with services that are being investigated by the team to determine the costing for delivery. Note should be taken that the recent appearance of a sinkhole in the area has not helped the situation.	A cost/benefit analysis should be undertaken.
5	Support is needed for groups that took the initiative to start with projects on their own. (Sewing Project in Hillshaven).	Matter is under discussion with Gold Fields. The latter indicated support to this project as part of their Social Labour Plans (SLPs)	Matter is under discussion with Gold Fields. The latter indicated support to this project as part of their Social Labour Plans (SLPs)

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
6	No transport to town.	Matter will be referred to relevant / responsible authority	Matter to be explored with WRDM and the local Taxi Association. Will provide an update
7	Dust from the mines.	Will contact the mine and enquire on their Environmental Management Plan regarding dust pollution.	Will contact the mine and enquire on their Environmental Management Plan regarding dust pollution.
WARD 4			
FEBRUARY 2012			
1	People were issued with big dust bins. Ward 4 did not receive any.	Community Services has budget for the provision of bins throughout WLM and all residents will be covered by latest 2014	1000 additional Wheelie bins will be distributed 2011/12 and 2500 will be distributed 2012/13
2	Queries on electricity and water accounts	Individual reported cases were attended to.	Matter finalised
WARD 5			
FEBRUARY 2012			
NO	**ISSUES ADDRESSED**	**COMMENTS FROM HEAD OF DEPARTMENT**	**IMPLEMENTATION**
1	Difficulties experienced when service accounts are to be corrected. The Municipality refers them to the mine and the mine refers them to the Municipality	Municipal Account queries are dealt with by the Municipality. Salary deductions by the mines are referred to the Mines	Matter finalised
2	Potholes on the road from Libanon to Venterspost	Potholes are fixed as and when reported.	The municipality is implementing a road maintenance program which includes the fixing of potholes.
3	The Libanon community requested a combined meeting with Venterspost to have a united approach to address issues	Matter will be referred to the Speaker	That Ward 5 from time to time has combined meetings with the residents from the other voting district within the ward.

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
4	Job creation needs to be addressed. Contract positions of 3 to 6 months do not address the problem	Labour intensive methods for projects will be looked into. Expanded public works programme is already supported. Local contractors are used for service delivery.	The municipality is planning to appoint a total of 400 people in the EPWP programme by the end June 2012. The EWP programme will be increased in 2012/13 FY. 2000 people within Westonaria are part of the CWP programme. The municipality will ensure that the majority of people employed in construction projects are from the local communities.
5	Council was thanked for the initiative to meet with the community.	Noted	Noted
6	Electricity outages are often experienced in Venterspost.	Eskom to be engaged in the awareness campaign to be rolled-out to the communities." Operation Khanyisa"	Eskom to be informed about the situation in Venterspost for urgent intervention.
7	The community is uncertain when they will be charged when burst pipes and blockages are reported.	Repairs within private property is for the account of the owner of the property.	Repairs within private property is for the account of the owner of the property. Matters will be better explained to consumer.
8	Does the Executive Mayor have specific projects lined-up for job creation for the Venterspost community	The Programme of the Executive Mayor is planned at this stage. Job creation in Ventersports will be mentioned	The community of Venterspost are also employed in the municipality and in projects including EPWP and CWP programs.
9	Security in Venterspost is a major problem	Matter will be referred to the Community Policing Forum (CPF)	The matter will be raised at the Cluster Crime Combating Forum and CPF meetings.
10	Indigent Register – how far is the process and how does one qualify?	In process	The municipality is in the process of implementing an Indigent Management Program.

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
11	Youth programmes are needed.	Office of the Executive Mayor will look attend to it.	A Youth Coordinator is in the process of being appointed in the Executive Mayor's Office This will ensure that youth programmes are designed and implemented within the municipal area.
12	The delivery of wheelie bins in Venterspost has not taken place, when can it be expected?	Wheelie bins will be rolled out in all wards by latest 2014	
13	Establishment of a Ward Committee for the ward was questioned.	Council approved a policy document for the establishment of Ward Committees. The community will be informed on how it was done	The establishment of the ward committees was done in accordance with the Council Policy and the process was open and fair. The municipality communicated to the public about how this process was going to unfold.
14	Sewerage problems in Venterspost need to be addressed.	Matter is receiving attention.	Funding is being requested from MIG and DWA to deal with the problem.
15	Grass cutting in Venterspost to de done more regularly.	Appointed part time employees for the maintenance of parks. Municipality is in the process of appointing outside service provider for maintenance of parks and open spaces (grass cutting)	The municipality is implementing the EPWP for maintenance of open spaces which includes grass cutting.
16	Transport of learners to the school needed	Matter will be referrd to relevant / responsible authority	Matter to be referred to West Rand District Education.
WARD 6			
FEBRUARY 2012			
MEETINGS DID NOT SIT			

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
WARD 7 - ZUURBEKOM			
NOVEMBER 2010			
1	Bigger police presence in the area is needed – crime is	Matter will be raised at Policing Forum meetings	It will also be raised at the Cluster Crime Combating Forum and CPF

	high		meetings.
NO	**ISSUES ADDRESSED**	**COMMENTS FROM HEAD OF DEPARTMENT**	**IMPLEMENTATION**
2	Speed-bumps are too high	Re-designing of humps being undertaken	Standardised Calming measures shall be put in place.
3	Storm-water channels not efficient	Cleaning of storm water channels to be done using the EPWP and CWP programs..	Cleaning of storm water channels to be done using the EPWP and CWP programs..
4	Road-maintenance in the area not according to a programme	Programme in place.	The municipality is implementing a road maintenance program which is in the process of being improved.
5	Challenges with regard to improved sewer, water and electricity provision	Bulk supply planned to be upgraded. The ultimate goal is to relocate inhabitants of Waterworks to a safer area. Council has been given Protea Ext. 23 as an alternative place, but the Geotechnical condition (Relocation has to on a shack to house basis) has halted immediate relocation plans. As people of Westonaria, the residents will be given an opportunity to be relocated to a safe and habitable area.	Bulk supply planned to be upgraded. The ultimate goal is to relocate inhabitants of Waterworks to a safer area. Electricity is not provided within the informal settlements
6	Clinic services not up to standard and facilities need to be upgraded	Matter reported to West Rand District Municipality	Matter to be addressed in collaboration with the West Rand District Municipality.
7	Funding is needed for agricultural projects	Will be addressed though various LED projects	The LED unit will attend to the matter
8	Refuse Removal in the area stays a challenge	Municipality is in the process for hiring outside service providers for refuse removal and compactor truck	
9	No public transport.	Matter will be referred to relevant / responsible authority	Matter to be explored with WRDM and the local Taxi Association. Will provide update
10	Police station is poorly resourced.	Matter will be raised at Policing Forum meetings	It will also be raised at the Cluster Crime Combating Forum and CPF meetings.
11	Pension pay point is needed.	The matter will be looked into	Matter will be looked into with the Department of Social Development and reported on.

12	Schools are not sufficient	Matter will be referred to relevant / responsible authority	Matter to be referred to West Rand District Education.
NO	**ISSUES ADDRESSED**	**COMMENTS FROM HEAD OF DEPARTMENT**	**IMPLEMENTATION**
13	School at Waterworks is required.	Matter will be referred to relevant / responsible authority	Matter to be referred to West Rand District Education.
14	Office for Social Workers is needed.	The matter will be looked into	
FEBRUARY 2012			
1	Roads in Simunye are not tarred – during rainy season it creates problems	The plan is to tar all the streets in Simunye.	Tarring of roads in Simunye is in the IDP and on Budget for 2012/13.
2	A Police Station is needed	Matter will be raised at Policing Forum meetings	It will also be raised at the Cluster Crime Combating Forum and CPF meetings.
3	Water consumption is a problem. When a contractor builds a house they use water from another house and do not arrange their own connection.	Contractor to arrange for its own meter on the stand. Discrepancies with regards to crossing meters should be reported promptly	The municipality will review each case on its own merit.
4	Job creation and disability desk to be addressed	Labour intensive methods for projects will be looked into. Expanded public works programme is already supported. Local contractors are used for service delivery.	The municipality is planning to appoint a total of 400 people in the EPWP programme by the end June 2012. The EWP programme will be increased in 2012/12 FY. 2000 people within Westonaria are part of the CWP programme. The municipality will ensure that the majority of people employed in construction projects are from the local communities.
WARDS 7 & 8			
NOVEMBER 2010			
1	Refuse Removal needs attention	Municipality is in the process for hiring outside service providers for refuse removal and compactor truck	Service provider has been appointed and Council will explore more alternatives including use of local contractor.

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
2	Payment of sub-contractors is often not on time	Council's policy is to pay the service providers within 30 days. Transgressions should be reported	The municipality will ensure that service providers are paid within 30 days after delivery of the service or product.
3	Employment Opportunities are needed	Labour intensive methods for projects will be looked into. Expanded public works programme is already supported. Local contractors are used for service delivery.	The municipality is planning to appoint a total of 400 people in the EPWP programme by the end June 2012. The EWP programme will be increased in 2012/12 FY. 2000 people within Westonaria are part of the CWP programme. The municipality will ensure that the majority of people employed in construction projects are from the local communities.
4	Assistance is needed with youth and local economic development programmes	Will be addressed through LED programmes	The appointment of the Manager: Local Economic Development will focus on local economic benefiting all target groups.
5	Police Station is needed	Matter will be raised at Policing Forum meetings	It will also be raised at the Cluster Crime Combating Forum and CPF meetings.
6	Learner transport is needed.	Matter will be referred to relevant / responsible authority	Matter to be referred to West Rand District Education.
7	Crèche is needed.	Noted	Matter be looked into with the Provincial Department of Social Development
8	Railway Station is needed.	This need was addressed earlier. The link road between Bekkersdal and Simunye will give access to a railway station for Simunye	Matter is receiving attention

WARD 8			
FEBRUARY 2012			
NO	**ISSUES ADDRESSED**	**COMMENTS FROM HEAD OF DEPARTMENT**	**IMPLEMENTATION**
1	Pre-paid meters are supported. Sometimes meters got damaged and it is uncertain where to report it to and how to get it fixed	Broken water meters are reported to the Department of Infrastructure Services	The Department fixes the pre-paid meters as and when it reported.
2	A pay-point for services be established in Simunye making payment easier	The 2013 Budget provides for a pay-point/ customer care point	To be implemented in the 2012/13 financial year (fy)
3	Only two high mast lights in Extension 2 are working	Vandalism and copper theft restrict the community to benefit from the high mast lights	The municipality is planning to repair the lights in the 2012/13 fy.
4	Crime in the area is rife	Matter will be raised at Policing Forum meetings	It will also be raised at the Cluster Crime Combating Forum and CPF meetings
5	A request was made that debt be written off and everybody be issued with pre-paid meters	The current policy does not provide for a blanket write off of debt. It will only be considered with regard to Indigents.	Council will only approve the cancellation of debt of registered indigent households.
6	Job creation is needed	Labour intensive methods for projects will be looked into. Expanded public works programme is already supported. Local contractors are used for service delivery.	The municipality is planning to appoint a total of 400 people in the EPWP programme by the end June 2012. The EWP programme will be increased in 2012/13 FY. 2000 people within Westonaria are part of the CWP programme. The municipality will ensure that the majority of people employed in construction projects are from the local communities.

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
7	Waste removal to be done by the community and not expensive trucks	Busy exploring refuse removal through community contract model	Service provider has been appointed and will explore more alternatives including use of local contractor.
8	Child-headed households find it difficult to apply for indigent status since the documents of deceased parents are not so easily available.	Assistance will be provided were possible.	The municipality will provide assistance to the Child-headed households regarding the sourcing of the relevant documents.
9	Council was thanked for the initiative to meet with the community.	Noted	Noted
10	Youth development, skills development and employment is needed	The appointment of a Youth Coordinator in the 2012/13 fy will provide assistance in this regard.	The Youth Coordinator to be appointed during 2012/13 will provide assistance.
WARD 9 & 10			
NOVEMBER 2010			
1	Job creation	Labour intensive methods for projects will be looked into. Expanded public works programme is already supported. Local contractors are used for service delivery.	The municipality is planning to appoint a total of 400 people in the EPWP programme by the end June 2012. The EWP programme will be increased in 2012/13 FY. 2000 people within Westonaria are part of the CWP programme. The municipality will ensure that the majority of people employed in construction projects are from the local communities.

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
2	Houses are needed – relocation to be expedited	Relocation is coming to an end with 7 outstanding families. These families will be relocated soon due to the fact that their houses were vandalised and remedial repairs have to be undertaken. Funds will be provided from the Municipality's Emergency funds.	Westonaria Borwa will bring some relief.
3	Sewerage problems to be fixed / VIP toilets not properly serviced	Residents request drainage. Matter is attended to	As and when required, Private Service Providers are engaged to improve the efficiency of the programme.
4	Refuse Removal in the area stays a challenge	Municipality is in the process for hiring outside service providers for refuse removal and compactor truck	Service Provider has been appointed and will explore more alternatives including use of local contractor.
5	Crime is very high.	Matter will be raised at Policing Forum meetings	It will also be raised at the Cluster Crime Combating Forum and CPF meetings
6	A need for a Post Office.	Matter will be reported to relevant authority	Feedback will be given
7	Social Services office for the Disabled.	Matter will be address through the envisaged appointment of social workers	The appointment of a social worker will address related matters
WARD 9 & 10			
FEBRUARY 2012			
1	Refuse removal needs addressing	Municipality is in the process for hiring outside service providers for refuse removal and compactor truck	Service Provider has been appointed and will explore more alternatives including use of local contractor.
2	Sewerage removal from VIP toilets are done selectively and people must pay R30,00 upfront to get the job done.	Residents request drainage. Matter is attended to	As and when required, Private Service Providers are engaged to improve the efficiency of the programme.

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
3	Roads needs upgrading – difficult during the rainy season	Council has a road maintenance programme for the greater Westonaria.	The Municipality implements the road maintenance programme to ensure that all areas are covered.
4	That indigent registration also be done at the Bekkersdal Office since people do not have the money to travel to town.	The Indigent registration process will be conducted in each ward.	Indigent registration will also be conducted in Bekkersdal.
WARD 12			
NOVEMBER 2010			
Meeting did not take place due to bad weather.			
ISSUES PREVIOUSLY MENTIONED:			
1	Relocation of hostel dwellers	The project is the Simunye Ext 2 housing development. A Memorandum of Understanding is being development for signing thereafter construction will take place. Council has given the Department of Local Government and Housing the go ahead to begin with beneficiary administration to identify people to be relocated later.	Matter is receiving attention.
2	A Post Office is needed in the area	Matter will be reported to relevant authority	Feedback will be given
3	Parks are to be maintained	Appointed part time employees for maintenance of parks. Municipality is in the process of appointing outside service provider for maintenance of parks and open spaces (Grass cutting)	Will implement EPWP for maintenance of Parks.
4	Electricity supply needs improvement and high mast lights are to be maintained	Vandalism and lack of resources is a challenge.	Vandalism and lack of resources is a challenge.
5	A road is needed between uptown and Cook 3	In the IDP	Matter is receiving attention.

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
		FEBRUARY 2012	
1	The unemployment figure in Bekkersdal is high impacting on pre-paid meters.	Residents are encourage to register for indigent status if they consider themselves as indigent	Ongoing
2	It seems that the information needed to be registered as an indigent does not seem relevant to the issue e.g. Size of the stand and age of the applicant.	The information may be seen as not relevant for the community but it assist with other vital information e.g.age. The information is required.	Matter finalised
3	Crime is rife	Matter will be raised at Policing Forum meetings	It will also be raised at the Cluster Crime Combating Forum and CPF meetings.
4	Difficulty to buy a stand from Council	All available stands have been put up for sale to the public by way of the open bidding process	Stands will be awarded to successful bidders after the closing of tenders.
5	Waste removal is not done on a regular basis and there is no communication to explain the delays.	Busy exploring refuse removal through community contract model	Service provider has been appointed and will explore more alternatives including use of local contractor..
6	Safety of community members must be safeguarded.	Matter will be raised at Policing Forum meetings	It will also be raised at the Cluster Crime Combating Forum and CPF meetings.
5	Unemployment to be addressed.	Labour intensive methods for projects will be looked into. Expanded public works programme is already supported. Local contractors are used for service delivery.	The municipality is planning to appoint a total of 400 people in the EPWP programme by the end June 2012. The EWP programme will be increased in 2012/13 fy. 2000 people within Westonaria are part of the CWP programme. The municipality will ensure that the majority of people employed in construction projects are from the local communities.

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
6	Air and water pollution through mining activities – how are the mines taking responsibility to protect the environment.	Mining houses have Environment Management Plans to be implemented to reduce the impact on the community. Legislation requires that these plans be put in place. Matter will be taken up at the Mining Forum	Air and water pollution is regularly monitored and reported on. That related matters be referred to the Regional Mining Forum for attention and feedback be provided to the Ward Councillor.
7	What are the mines doing for the senior citizens of greater Westonaria.	Mining houses must reflect their plans and projects toward the community in their Social Labour Plans (SLPs). The Mining Forum was a good platform to get the parties to talk to one another. That it be noted that a Regional Mining Forum has been established and that all related matters be referred there	That related matters be referred to the Regional Mining Forum for attention and feedback be provided to the Ward Councillor.
8	There are venues that can be used for meetings and events, but the venues lack chairs – any plans to address the matter?	Council has budgeted for the purchase of chairs to be used in Council venues making it easier for the community to have meetings.	Chairs will be purchased during the 2012/13 financial year.
WARD 11, 14 & 15			
NOVEMBER 2010			
1	Job creation	Labour intensive methods for projects will be looked into. Expanded public works programme is already supported. Local contractors are used for service delivery.	The municipality is planning to appoint a total of 400 people in the EPWP programme by the end June 2012. The EWP programme will be increased in 2012/12 FY. 2000 people within Westonaria are part of the CWP programme. The municipality will ensure that the majority of people employed in construction projects are from the local communities.

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
2	Houses are needed – relocation to be expedited	Westonaria Borwa was launched and the Installation of services is at an advantaged stage. A 1000 houses will be built in the first phase. The ultimate goal is to build 6100 houses.	Matter is receiving attention
3	Sewerage problems to be fixed / VIP toilets not properly serviced	Programme in place and all is well coordinated.	The requests are attended to as and when required, Private Service Providers are engaged
4	Refuse Removal in the area stays a challenge	Municipality is in the process for hiring outside service providers for refuse removal and compactor truck	Service Provider has been appointed and will explore more alternatives including use of local contractor.
5	Paving of sidewalks	The department developed a pavement maintenance programme covering all areas of greater Westonaria	That it be noted that the pavement maintenance programmes covers all areas in greater Westonaria.
6	Abet Training is needed.	Matter is to receive attention	Report back to be provided
WARD 11 & 14 & 15			
FEBRUARY 2012			
1	Refuse removal needs attention	Municipality is in the process for hiring outside service providers for refuse removal and compactor truck	Service Provider has been appointed and will explore more alternatives including use of local contractor.
2	Servicing the VIP toilets needs attention – draining will be done every third day	Consumers request that draining be done.	Service is delivered as and when required, Private Service Providers are engaged
3	Roads during the rainy season are problematic	Council has a roads maintenance programme for the greater Westonaria.	That the roads maintenance programme covers all areas of greater Westonaria
4	The mines could be asked to provide gravel for the roads making them more accessible in informal areas	Good idea. Matter will be pursued	Feedback to be provided.

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
5	Registration of Indigent also be done at the Bekkersdal Office because people do not have money to get to town.	The Indigent registration process will be conducted in each ward.	Ongoing
6	Electricity is needed for the time being until the residents of informal areas are relocated.	Electricity is not provided within the Informal Settlements	Matter finalised
WARD 13 & 15			
NOVEMBER 2010			
1	Job Creation	Labour intensive methods for projects will be looked into. Expanded public works programme is already supported. Local contractors are used for service delivery.	The municipality is planning to appoint a total of 400 people in the EPWP programme by the end June 2012. The EWP programme will be increased in 2012/12 FY. 2000 people within Westonaria are part of the CWP programme. The municipality will ensure that the majority of people employed in construction projects are from the local communities.
2	Houses are needed	Westonaria Borwa will bring some relief.	Matter is receiving attention
3	Sewerage problems to be fixed / VIP toilets are not properly serviced	Consumers request that draining be done.	Service is delivered as and when required, Private Service Providers are engaged
4	Refuse removal in the area stays a challenge	Municipality is in the process for hiring outside service providers for refuse removal and compactor truck	Service Provider has been appointed and will explore more alternatives including use of local contractor .
5	Paving of sidewalks	The department developed a pavement maintenance programme covering all areas of greater Westonaria	That it be noted that the pavement maintenance programmes covers all areas in greater Westonaria.

NO	ISSUES ADDRESSED	COMMENTS FROM HEAD OF DEPARTMENT	IMPLEMENTATION
FEBRUARY 2012			
1	Refuse removal stays a problem	Municipality is in the process for hiring outside service providers for refuse removal and compactor truck	Service Provider has been appointed and will explore more alternatives including use of local contractor.
2	Bins are stolen	People to take care of the bins issued	Noted
3	Local people to be considered for refuse removal	Municipality is in the process for hiring outside service providers for refuse removal and compactor truck	Service Provider has been appointed and will explore more alternatives including use of local contractor.
4	UMS – the debt collection agency – staff is rude	The matter was address with UMS	Finalised
5	Electricity and water tariffs are high	The installation of pre-paid meters will help to control consumption	Implementation of prepaid water and electricity is in process.
6	The help of a health inspector is needed in the area	Environmental Health has become a regional function. The matter will be reported.	Progress report will be issued.
7	Skill development is needed and Goldfields was thanked for their role to address it.	Noted	Noted
8	Assistance is needed with getting small businesses started.	Noted	The LED unit will attend to the matter.
WARD 16 (Zuurbekom and Waterworks)			
FEBRUARY 2012			
1	Police presence is needed to curb crime	Matter will be raised at Policing Forum meetings	It will also be raised at the Cluster Crime Combating Forum and CPF meetings.
2	Assistance with the sick is needed	Matter will be taken up with relevant authority	Feedback will be provided to Ward Councillor
3	Mobile clinic needs to visit the area more regularly – monthly supply of tablets gets depleted and patients get anxious.	Matter will be taken up with relevant authority	Feedback will be provided to Ward Councillor
4	Formal housing is needed for the		Matter is being attended to.

	community at Waterworks		
NO	**ISSUES ADDRESSED**	**COMMENTS FROM HEAD OF DEPARTMENT**	**IMPLEMENTATION**
5	A high school is needed for Zuurbekom	Matter will be taken up with relevant authority	Matter to be referred to District Education.
6	Waste management to be addressed	Council is busy exploring refuse removal through community contract model	Service Provider has been appointed and will explore more alternative including the use of local contractors.
7	Ambulance service not adequate due to poor road conditions in the area	Matter will be taken up with relevant authority	The maintenance of roads programme to be improved to cover all areas.
8	Transport of learners to schools is needed.	Matter will be taken up with relevant authority	Matter to be referred to District Education.
9	Water for farming purposes has been an issue for very long. The municipality is to investigate the matter. Other areas experienced improvements, however Zuurbekom lacks behind.	The water situation in Zbekom is problematic. A number of MIG projects are planned for Zuurbekom. Construction of the George Sachs Road (June 2019) Construction of a clinic and multi-purpose courts (June 2019) Construction of walkways in Z/bekom area	Infrastructure development is planned for the area
10	No public transport.	Matter will be referred to relevant / responsible authority	Matter to be explored with WRDM and the local Taxi Association. Update to be provided.
11	Police station is poorly resourced.	Matter will be raised at Policing Forum meetings	It will also be raised at the Cluster Crime Combating Forum and CPF meetings.
12	Pension pay point is needed.	Matter will be addressed through envisaged appointment of social worker	The appointment of the Social Worker will address the mater.

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SECTION C
VISION, MISSION & STRATEGIC OBJECTIVES

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C VISION, MISSION AND STRATEGIC OBJECTIVES

Developing a vision and a mission statement for Westonaria Local Municipality did not happen in isolation. National and provincial policies and strategic documents as well as the visions of neighbouring municipalities within the district, especially that of the West Rand District Municipality (WRDM) were considered to develop a local vision.

Throughout the IDP process major announcements and documents guided Westonaria Local Municipality to ensure that its vision, mission and strategic objectives are in line with the district, provincial and national government and that it also guides the activities of Council.

Each local municipality has its own unique vision and mission statements to reflect their individual status and niches whilst complementing one another.

C 1 STATEMENTS AND DOCUMENTS CONSIDERED

C 1.1 NATIONAL CONTEXT

- State of the Nation Addresses – providing guidance on the key focus areas for the coming year.
- National Budget Addresses – Outlining the funding available for the implementation of the State of the Nation Address and how the allocation of funds will be done
- 12 Outcomes outlining service delivery, targets and timeframes to be met by Ministers in Cabinet
- Outcome 9 that is specifically focused on Local Government
- Report on the Comprehensive Assessment of Local Government in Gauteng
- Local Government Turn Around Strategy and Guidelines
- Manifesto of the African National Congress of 2009
- Medium Term Strategic Framework (MTSF) with the aim to guide planning and resource allocation across all spheres of government
- Millennium Development Goals (MDGs)
- Vision 25 – A shared agenda to address national growth and development with specific strategic priorities.
- Accelerated and Shared Growth Initiative (ASGISA)

ADDRESSES ON NATIONAL LEVEL

State Of The Nation Address

President Jacob Zuma, in his State of the Nation Address delivered on 9 February 2012 focused on a number of issues namely Infrastructure, Electricity, Education and Job Creation.

Massive infrastructure projects are planned over the next seven year to bring about economic growth and increased employment. For Gauteng the most important development is the Durban, Free State Gauteng logistics and industrial corridor. The project will connect the major economic centres of Gauteng and Durban/Pinetown. It will improve export capacity through the sea ports providing access to overseas markets.

President Zuma indicated that partnerships will be needed to achieve the plan submitted to improve the lives of South Africans.

The President called on people to save electricity and asked ESKOM to find ways to limit price increases.

Two universities will be built to ease the burden experienced by tertiary institutions. The one will be in Kimberley, North West Province and the other in Nelspruit, Mpumalanga Province.

As from April 2012 people earning between R3 500 and R15 00 will have access to housing financing through accredited banks assisting them to own a home which were previously out of their reach since they earned more than the criteria allowed to qualify for a RDP house..

An amount of R248 mil has been provided over two years to address acid mine water drainage experienced on the West Rand, Central Johannesburg and on the East Rand.

An amount of R500 mil is budgeted for 2012 for the implementation of the National Health Insurance Scheme as promised by the Minister of Finance, PravinGordhan, during his mid-term budget speech.

Aligning the issues mentioned in the State of the Nation Address with the State of the Province Address enable local government to be aware of the latest developments and develop projects and programmes to support the main thrusts.

Budget Address: 22 February 2012

The Minister of Finance, PravinGordhan, on 22 February 2012 presented his Budget Speech for the 2012/13 financial year to Parliament and the nation.

The Minister emphasised that South Africans have to do more, with less and we must work smarter and harder focusing on our strengths and opportunities.

According to Gordhan the new approach should be to build modern infrastructure, a vibrant economy, provide a decent quality of life for all, reduce poverty and creating decent employment.

This can only be achieved once one recognizes the following:

- The global economy holds high risks.
- Expansion in infrastructure investment is a central priority of the 2012 Budget
- Improving industries, technology investments, encouraging enterprise development and supporting agriculture are the main drivers of the economy
- Education, health and social assistance remain the largest categories of expenditure.
- Measures are proposed to promote households to save money.
- Fraud and Corruption are to be combated.

The Minister said a strategy is needed to encourage economic growth and partnerships are necessary for new initiatives.

President Zuma's 2030 Vision with the New Growth Path and the Draft National Development Plan will pave the way for the future. The focus areas are long-term growth in agriculture and manufacturing and investment in a knowledge-based economy.

South Africa should be aware of the growth within Africa. Ten years ago there were fewer than 10 million internet users in Africa. Today there are 100 million. This group represents the well educated youth, a rapidly urbanized group of people with an entrepreneurial spirit.

Levers of change that could be used to enter new markets are:

- Public sector infrastructure programmes
- Support for industrial developments and special economic zones
- Investment in science and technology
- Supporting emerging farmers and beneficiaries of land reform
- Expansion of employment programmes and
- Improvement in further education and skills.

The Minister promised that special attention will be given to the procurement of major infrastructure projects to ensure both value for money and development of local suppliers and industries.

Technical assistance will be provided to municipalities through the neighbourhood development plan which supports 220 projects aimed at initiating business investment in township partnership projects.

C1.2 PROVINCIAL CONTEXT

- State of the Province Addresses
- Municipal Turn Around Strategy with Pre 2011 Priorities and Post 2011 Priorities
- Gauteng Global City Region Strategy
- Provincial Perspective – the 2014 Vision for Gauteng
- Gauteng Growth and Development Strategy (GGDS)

ADDRESSES ON PROVINCIAL LEVEL

State Of The Province Address

The Premier of Gauteng, Nomvula Moknyane on 20 February 2012 in her State of the Province Address identified a number of important issues for the province but specifically to the West Rand.

International events like the economic situation of the world particularly in Europe and America impacted on local events. South Africa's membership to BRICS provides opportunities for growth and expansion.

Gauteng experiences an increased number of people that move to Gauteng for better job opportunities. The Premier placed a lot of emphasis on the youth, education and job

creation, the well being of the nation, reducing crime, addressing fraud and corruption, development of agriculture and the improvement of water treatment works and investment in the maintenance of infrastructure.

The West Rand got specific mention and is listed below.

MATTER ADDRESSED BY THE PREMIER	ACHIEVMENT, ACTIVITY AND LOCATION
VISION 2055	
Long Term Planning	Long term planning with the Vision 2055 will enable Gauteng Province to work towards the Gauteng City Region The year 2012/13 will be dedicated to the future establishment of a single tier municipality for the West Rand. The aim of the Uni-city concept will be to maximize resources and create better opportunities for growth and development. Gauteng to become the Information Communication Technology (ICT) centre for skills development. Smart City to be developed at Nasrec in Johannesburg. This multi disciplinary ICT development aims to create sustainable economic activities by using ICT to improve the quality of life and decrease the cost of information technology. Aerotropolis will be important in the transport infrastructure network. The Aerotropolis will be dependent on Fright and Logistic Hubs. The West Rand is earmarked for such a Logistics Hubs to assist the industry.
EDUCATION	
Assess to schooling has improved	Enrolment ratio of 84% in primary schools and 83% in secondary schools. 88% of the public primary schools have at least one Grade R class and Gauteng is working towards universalising Grade R exposure by 2014.
WELLBEING	
AIDS	Deaths from AIDS declined from the 38,5% in 2009 to 35% in 2011 300 facilities provide anti-retroviral medication to 500 000 people.

MATTER ADDRESSED BY THE PREMIER	ACHIEVMENT, ACTIVITY AND LOCATION
Early detection of Illnesses	During 2011, 250 learners in more than 1 200 public schools were screened for early detection of health problems.
	Women's reproductive health including preventing of teenage pregnancy and effective family planning will receive attention
Revitalisation of key hospitals	Dr YsufDadoo Hospital, Krugersdorp, was identified as one of the five key hospital to be renovated.
Magaliesburg Boarding School	The boarding school will accommodate 240 under privileged children. A similar initiative is planned for Fochville during the 2012/13 financial year.
HOUSING	
Mixed Housing projects	A two pronged approach are to be followed with the development of Bekersdal. People staying in informal areas will be relocated to Mohlakeng Ext 11 and other areas. Westonaria Borwa, a portion of land south of Westonaria has been identified for the relocation to be conducted in phases since 5000 units will be provided. The layout of sewer and storm-water drainage is underway. In Bekkersdal the upgrading of the local police station was completed. The restructuring of road intersections, paving and repairing of roads, rebuilding of water channels and storm-water drains are undertaken. Mixed housing projects are in Chief Mogale in Krugersdorp and Mohlakeng Extension in Randfontein. The Housing Fund of R1 billion will stand surety for customers within the income category between R3 500 to R15 000. In the past these people did not qualify for an RDP house and could not access bank loans for housing.

MATTER ADDRESSED BY THE PREMIER	ACHIEVMENT, ACTIVITY AND LOCATION
AGRICULTURE	
Food Gardens	103 food gardens were started on the West Rand Thala Herbs in Krugersdorp is a joint venture between a small holder famer and commercial farmers. They export herbs to Mozambique and Swaziland. The West Rand Agricultural Training College are planned for the 2012/ 2013 financial year. It will be a partnership with national government and Mogale City. An amount of R36 million is budgeted.
JOB CREATION	
Various Programmes	In 2011 the Labour Force Survey for Gauteng showed a 4,1% increase in employment compared to 2010. Stronger focus is on permanent jobs, temporary jobs and jobs created through the Expanded Public Works Programme.
SERVICE DELIVERY	
Caring and Responsive public service	The Gauteng Premier's Hotline was launched in March 2011 to promote a caring and responsive public service. Since the project was started 95 000 calls on service delivery were responded to.
Focus area	Tangible deliverable programmes will be the focus areas.
Norms and standards	Norms and standards have been developed for basic services across Gauteng. This approach will enable municipalities to move towards universal access to water, sanitation, electricity and refuse removal.
FRAUD AND CORRUPTION	
Addressing operational weaknesses and internal controls	Fraud and corruption undermines effective service delivery Fraud and corruption range from procurement irregularities and financial misconduct to fraud and theft of medication and food supplies.

MATTER ADDRESSED BY THE PREMIER	ACHIEVMENT, ACTIVITY AND LOCATION
CRIME	
Statistics	With a combined input from the South African Police Service (SAPS) and metro police departments crime has decreased. • Murder declined by 16% since 2007, • Car and truck hijackings declined by 20,5% and 30% respectively. • Residential and non-residential robberies dropped by 12,5% and 12,9% respectively between 2010 and 2011
YOUTH, WOMEN AND PEOPLE WITH DISABILITIES	
Gauteng Youth Employment Strategy	Focusing on the development of Township Enterprise Hubs for entrepreneurship and job creation. One of the construction sites for 2012/13 financial year on the West Rand will be in Kagiso, Krugersdorp. 1200 bursaries will be availed to top-performing girl learners for no fee-schools to pursue their studies at tertiary level.
Procurement	2% of Gauteng government procurement will be earmarked for business owned by persons with disabilities.
	Women owned companies and co-operatives will be supported through better access to government contracts.

Province's plans guide the activities of local government and set the focus areas for future planning.

C.2 ALIGNMENT BETWEEN WEST RAND DISTRICT MUNICIPALITY (WRDM) AND WESTONARIA LOCAL MUNICIPALITY

C 2.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The National Spatial Development Perspective (NSDP) provides 5 principles to focus on namely:

PRINCIPLE 1

Sustainable and inclusive rapid economic growth is a pre-requisite for the achievement of other policy objectives where poverty alleviation is the most important.

PRINCIPLE 2

Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.

PRINCIPLE 3
Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on areas of economic growth and/or economic potential in order to gear up private sector investment, stimulate sustainable economic activities and create long-term employment opportunities.

PRINCIPLE 4
Efforts to address past and current social inequalities should focus on people, not places. In areas where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment to develop the potential of those localities.

In areas with low economic potential, government should, beyond the provision of essential services, concentrate primarily on human capital development. This can be done by providing social transfers such as grants, education and training, poverty relief programmes and reducing migration costs by providing labour market intelligence so as to give people better information, opportunities and capabilities.

This would enable people to gravitate, if they so desired to localities that are more likely to provide sustainable employment and economic opportunities. In addition, sound rural development planning, aggressive land and agrarian reform as well as expansion of agricultural extension services are crucial

PRINCIPLE 5
In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres. Infrastructure investment should primarily support areas that will become major growth nodes.

The NSDP further gives a directive that investment and development plans should support the country's growth and development objectives by:

- focusing growth and employment in areas where it is effective and sustainable;
- supporting restructuring to ensure competitiveness;
- fostering development on the basis of development potential; and
- ensuring that basic needs are addressed.

Developing a vision, mission and strategic objectives does not happen in isolation. National and provincial policies play important roles and pave the way for local government to implement.

C 2.2 TWELVE (12) KEY OUTCOMES

The twelve key outcomes that have been identified and agreed to by Cabinet are

1. Improved quality of basic education.
2. A long and healthy life for all South Africans.
3. All people in South Africa are and feel safe.
4. Decent employment through inclusive economic growth.
5. A skilled and capable workforce to support and inclusive growth path.

6. An efficient, competitive and responsive economic infrastructure network.
7. Vibrant, equitable and sustainable rural communities with food security for all.
8. Sustainable human settlements and improved quality of household life.
9. A responsive, accountable, effective and efficient local government system.
10. Environmental assets and natural resources that are well protected and continually enhanced.
11. Create a better South Africa and contribute to a better and safer Africa and World.
12. An efficient, effective and development orient public service and an empowered, fair and inclusive citizenship.

C 2.3 THE NATIONAL GROWTH PATH (2010)

The National Growth Path (NGP) sets out critical markers for employment creation and growth and identifies where viable changes in the structure and character of production can generate a more inclusive and greener economy over the medium to long run. To that extent, it combines macro-economic and micro-economic interventions.

The NGP proposes strategies:

- To deepen the domestic and regional market by growing employment, increasing incomes and undertaking other measures to improve equity and income distribution; and
- To widen the market for South African goods and services through stronger focus on exports to the region and other rapidly growing economies.

The NGP identifies areas with the potential for creating employment on a large scale ("job drivers") as follows:

- Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;
- Targeting more labour absorbing activities across the main economic sector – the agricultural and mining value chains, manufacturing and services;
- Taking advantage of new opportunities in the knowledge and green economies;
- Leveraging social capital in the social economy and the public services;
- Fostering rural development and regional integration;

C 2.4 GAUTENG EMPLOYMENT, GROWTH AND DEVELOPMENT STRATEGY (GEGDS)

The Gauteng Employment and Growth Development Strategy (GEGDS) for 2009 – 2014 focuses on the first strategic priority of the Gauteng MTSF, namely to create decent work and build a growing, inclusive economy.

While there have been great strides forward there remains significant, structural challenges that need to be addressed. A primary imperative is the need to ensure more inclusive and sustainable economic growth.

The vision of the GEGDS is an inclusive and sustainable Gauteng City Region that promotes a developmental and equitable society.

In trying to reach the destination of being an inclusive and sustainable economy, Gauteng will need to tread a particular path. This "growth path" will be one that

necessitates profound structural changes in the provincial economy. Gauteng envisages that the economy will need to shift, as rapidly as possible, to an endogenous economic growth trajectory that is based primarily on innovation, green growth and inclusivity. To elaborate further, Gauteng will not have an economy that provides decent work and economic opportunities for all, unless it can become:

- An innovating economy, which ensures that economic energies are unlocked, that existing resources are used more productively, and that the knowledge-based economy is continually strengthened and intensified. Innovation is used in the broad sense of the word. It is necessary to encourage science and technology innovation, socio-economic innovation, environmental innovation and even the innovating spirit of the everyday entrepreneur in both formal and informal sectors of the economy.
- A green, environmentally friendly economy, which capitalises on the enormous economic value to be gained by investing in green processes and products, and which uses existing resources in a more efficient and sustainable manner, thus reducing the carbon footprint of Gauteng. Gauteng needs an economy based on green technologies, green jobs, green energy and green production processes that reduce the ever higher input costs stemming from unsustainable resource use.
- An inclusive economy, that dramatically expands access to economic opportunities to all historically marginalised and excluded economic actors, either as workers or entrepreneurs.

An inclusive economy depends on a number of factors. An example is community-led local economic development that stimulates and affirms the entrepreneurial energy and spirit in communities, thereby enabling the economy to grow from the bottom up. However, above all else, an inclusive economy depends on the accessibility, connectivity and interaction made possible by infrastructure investments that are: strategic (including transport and ICT); socio-economic (relating to education and health); and bulk (energy, water, waste and sanitation, transport and rail, information and communication technology, and so forth). Infrastructure, within this context, will make the largest impact in creating opportunities for work, access to income and economic participation.

The GEGDS explains the strategic interventions by which Gauteng will work to make this innovating, green and inclusive economy a reality. The strategic interventions are organised into 5 strategic pillars. The five pillars are:

- Transforming the provincial economy through improved efficiency (economic dimension);
- Sustainable employment creation (economic dimension);
- Increasing economic equity and ownership (equality dimension);
- Investing in people (social dimension), and
- Sustainable communities and social cohesion (social dimension).

These 5 pillars are designed to ensure a meeting place between the economic and social strategies of government, underpinned by environmental strategies to ensure sustainable resource usage.

C 2.5 GAUTENG TOURISM DEVELOPMENT STRATEGY

The Gauteng Tourism Development Strategy (GTDS) of 2009 was adopted with the bold vision of aiming to be the fastest growing and most desirable globally competitive tourism destination.

The GTDS has been crafted in the spirit of the Global City Region perspective, to strengthen Gauteng's position as a leading tourism destination in South Africa and to become a competitive tourism destination on a global scale.

The strategic objectives that have been identified to facilitate tourism growth in Gauteng, are:

- Identify and continually monitor core and growth target markets and segments, their perceptions, preferences and travel behaviour to inform tourism planning;
- Define and communicate Gauteng's tourism branding elements;
- Raise awareness of Gauteng's experiences, destinations and icons in core and tactical target markets;
- Improve product development, packaging and promotion;
- Strengthen getaways, product clusters, linkages between attractions and destinations within Gauteng and between Gauteng and other provinces;
- Identify both "quick wins" and future "flagship" product development projects;
- Facilitate improvement of product quality, standards and accreditation;
- Support the national and provincial approach to transformation in the tourism industry (BBBEE and SMME development);
- Provide clarity on the tourism institutional structure in Gauteng and the split of roles and responsibilities between public sector, private sector and tourism implementing authorities.

C 2.6 GAUTENG GLOBAL CITY REGION STRATEGY

The primary objective of the Global City Region (as highlighted in the Gauteng Growth and Development Strategy) is to build Gauteng into an integrated and globally competitive region where the economic activities of different parts of the province complement each other in consolidating Gauteng as an economic hub of Africa and an internationally recognised global city region.

The main aim of this strategy is to encourage great internal coherence and cooperation within the Province, for greater external competitiveness. The strategy seeks to align the various planning instruments, structures and sectors in Gauteng in order to realise the Global City Region.

Gauteng's rapid economic growth and expanded social service delivery has accelerated in migration and placed increasing pressure on the environment. The growing social and environmental challenges are an increasing burden on the Province's stability and sustainability.

Unless these challenges are addressed they will pose a significant complication for the future prosperity and development of the Province. Thus issues of Environmental Planning, Integrated Waste Management and Pollution Abatement must be addressed as essential ingredients of Gauteng's sustainable development.

C 2.7 OVERVIEW OF VISION 2016 AND GREEN IQ

The leadership of West Rand District Municipality has a Vision, which is new, challenging and achievable. This Vision entails the dissolving of the four local municipalities within the district, namely Mogale City Local Municipality, Randfontein Local Municipality, Merafong Local City Municipality, Westonaria Local Municipality and the District Municipality into a Uni-city, a single municipality by 2016.

Vision 2016 includes a holistic approach to environmental concerns, involving recycling, renewable energy and beautification of our streets and parks by the planting of 10 000 trees. There are opportunities for developing economies to benefit from climate change mitigation strategies and the West Rand will be making a strong case for private investors to assist in the growth of green and sustainable industries. Renewable power generation is a priority sector.

The West Rand District Municipality (WRDM) presented a three day workshop from 25 – 27 February 2010 at Misty Hills enabling the municipalities to deliberate the matter.

The Uni-city concept for the region was developed at a previous workshop held in 2008. Names for the metro as well as a vision and mission were already formalised and was presented to the meeting for discussion. No major changes were made during the workshop held in February 2010.

The Suggested Vision for the Metro

A place where all communities enjoy quality services

The Suggested Mission for the Metro

To provide an integrated governance system for improved quality of life for communities within the Region
The delegates discussed the way forward on how the Unit-City could realise, identified challenges, and presented action plans to overcome them, ways to work towards a shared services model and creating closer cooperation.

Municipalities presented baseline figures reflecting on backlogs experienced regarding water, electricity, sanitation, refuse removal, waste disposal, access to municipal roads, and formalisation of informal settlements.
During September 2010 WRDM held another three day workshop represented by the municipalities within the District. The 2016 Vision Strategic Framework was developed to consider the whole district with all the municipalities becoming a Metropolitan Council and to plan for the way forward.
A Metro Municipality provides for a single governance structure for a particular geographic area with integrated governance powers and functions. The reasons opting for becoming a Metro Municipality are to:

- Support the millennium development goals
- Support the Gauteng Global City Region initiative
- Improve standardisation through integration
- Improve service delivery and

- Support improved resource management/economies of scale in the region.

Emanating from the above, strategic action plans for the 2016 vision were developed. The action plans focus on the:

- Challenges,
- Strategies to be put in place to achieve the focus areas identified,
- Responsibilities of the respective committees
- Time frames and
- Target dates.

The committees to drive Vision 2016 were re-aligned and re-constituted as follows:

Social Transformation Committees (political and technical):

Health and Social Development
Public safety
SRAC & LIS

Economic Growth and Integrated Planning Committees (political and technical):

Spatial integration including transport and land use
Physical infrastructure
Environmental management
Human settlements and rural development
Economic development

Finance Committees (political and technical):

Revenue collection
Budgets
Debt collection
Asset management
Valuations
Supply chain management

Democratic / Accountable Governance Committees (political and technical):

Public participation
Ward committees
Community Liaison Officers (CLOs) and Community Development Workers (CDWs)
Corporate Governance Committees (political and technical):

Compliance management
Business management / leadership
Resource management (HR, ICT, Knowledge management).

The following way forward in relation to the Vision 2016, has been agreed upon by the whole West Rand Region:

The Vision 2016 Strategic Framework Review was tabled for adoption by various councils.

The transition legal agreement was signed by all relevant key stakeholders by end October 2011.

- All Municipalities were to include the Vision 2016 Strategies as part of their key priorities and budget accordingly for it
- Implementation of the 2016 Vision Strategies through the normal management and committee structures.

The outflow from separate strategic sessions by West Rand District Municipality (WRDM) and Westonaria Local Municipality respectively resulted in the development of the vision, mission, core valued and the strategic goals.

GREEN IQ

The Green IQ is a commitment to make the West Rand the greenest district in South Africa and to provide an African example of how sustainable development.

The Green IQ is a comprehensive strategy, is also built on 5 pillars, namely:

1. ***People***….The goal is to create a place where people come first; a place characterised by equity, dignity and possibility; where everyone has the opportunity to build a better life for themselves, their children and their children's children.
2. ***Economy***….The economy will be re-structured to seize the opportunities of tomorrow; to foster local resilience; to serve the people of the West Rand and to be an example of participatory prosperity.
3. ***Environment***…Will ensure that precious natural resources are available for future generations; create a low-carbon built environment dedicated to quality of life; and regenerate rural areas with a new sense of purpose.
4. ***Energy***…Will facilitate the creation of new independent power producers to generate renewable, affordable and reliable energy to power new industries and create competitive advantages.
5. ***Innovation***…The West Rand will establish itself as a centre of excellence in green technology and green living; attracting the best minds; and encouraging and supporting the industries of the future.

Vision 2016 includes a holistic approach to address environmental concerns, applying recycling, renewable energy and beautification of the streets and parks by planting 10 000 trees.

C 3 WEST RAND MACRO PERSPECTIVE

C 3.1 THE VISION FOR WEST RAND DISTRICT MUNICIPALITY (WRDM)

Integrated district governance excellence.

C 3.2 THE MISSION OF WRDM

To provide a developmental district governance systems for a better life for all in the West Rand District

C 3.3 CORE VALUES

The core values approved are the following:

- Service excellence
- Pride
- Integrity
- Responsibility
- Innovative
- Teamwork.

C 3.4 STRATEGIC GOALS

WEST RAND DISTRICT MUNICIPALITY	WESTONARIA LOCAL MUNICIPALITY
Regional Development Planning	To promote integrated sustainable development
Bulk Infrastructure Development/maintenance (electricity, water, solid waste, cemeteries, sewerage, roads, community/ municipal buildings).	To provide basic service to communities
Health and Social Development.	Promote local economic and social development
Public Safety Services (regional support services).	To provide a safe and healthy environment
Environmental Management.	Environment Management is a regional function but also performed at local level
Economic Development.	Promote local economic and social development
Sustainable Governance for Local Communities.	To provide a democratic and accountable government for local government
Business Excellence within the WRDM.	To ensure municipal business excellence

The constituencies of the WRDM and that of Westonaria Local Municipality differ since the one mostly deals with established municipalities while the other has local communities and residents utilising its services.

However the eight (8) strategic goals of the WRDM and the six strategic goals of Westonaria Local Municipality are closely aligned. Environmental Management is a regional function performed within local municipalities and Health Services is a provincial function performed at local level.

C 4 WESTONARIA PERSPECTIVE

The vision statement of the Council indicates to residents, businesses and all other stakeholders what it seeks to achieve. It is directed towards the future and briefly states the municipality's purpose – its reason for existence.

Its vision is also aimed at long-term development of the municipality and as such all role-players need a joint vision as common ground which provides guidance to all. This includes the officials of the municipality, Councillors, residents and all potential investors.

Furthermore, the vision provides the direction for a municipality's strategies, objectives and implementation plans. The staff of a municipality must therefore be able not only to understand the vision, but also to identify with and endorse it.

C 4.1 VISION

VISION.

Better communities through governance excellence

The vision can be used in official documents as a way to remind officials and the public/community of what the municipality seeks to achieve and by which statement they can continuously measure the performance of the municipality.

Considering the national, provincial and regional policies and guidelines Westonaria Local Municipality adopted the following statement as its strategic Vision.

C 4.2 STRATEGIC MISSION

To provide a developmental municipal governance model towards sustainable quality of life for all communities in Westonaria

C 4.3 CORE BUSINESS VALUES

- Accountable
- Committed
- Democratic
- Proactive
- Service Excellence

C 4.4 STRATEGIC GOALS

- To promote integrated sustainable development
- To provide basic services to communities
- To promote local economic and social development
- To provide a safe and healthy environment
- To provide a democratic and accountable government for local communities
- To ensure municipal business excellence.

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SECTION D
DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS

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D DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS

Strategies, programmes and projects are guided by the Council's strategic goals and objectives and are the practical tools used to implement the theoretical concepts like the vision and mission statements adopted by Council. Unless objectives, strategies, programmes and projects are used the vision and mission statements will remain aspirations. The strategy represents the approach to be followed to achieve the strategic goals and objective. Programmes reflect the schedule of activities whilst the projects represent the implementation of tasks/assignments with available resources, in a sustainable manner and to the benefit of the community.

The uniqueness of the various departments of Council are reflected in the approaches followed which are guided by national, provincial, regional and local declarations and policy documents.. These inputs are coordinated in such a manner to achieve the objectives in the most effective, efficient and effective manner to realise the vision and mission

The staff structure was better aligned to the functions performed by Council. The six (6) Departments were reduced to four (4). The Strategic Services and Performance and Compliance Directorates were collapsed into Department of Finance to take responsibility for Local Economic Development (LED) and Supply Chain Management whilst the Directorate: Integrated Development Planning and Performance and Compliance was collapsed into the Office of the Municipal Manager. .Other units like Project Management, Human Settlement and Rural Development, Town Planning were moved to the Department: Infrastructure Services.

It is to be noted that the Unit: Environmental Health was transferred to the West Rand District Municipality as from 1 July 2012. The function is now managed on regional level, however the staff will remain at here to perform their functions.

The strategies, programmes and projects are set out in terms of the four key sectors i.e. physical, social, economic and institutional. The projects are reflected elsewhere

D 1 FUNCTION ACCORDING TO KEY SECTORS

D 1.1 PHYSICAL

1.1.1 LAND USE MANAGEMENT

Responsible Person: Mr C Pelser (011) 753 1953

Institutional Strategic Goal and Objective

To promote integrated sustainable development

Development Goal

The Town Planning Unit forms an integral part of the Department of Infrastructure Services and is responsible for the comprehensive planning of the physical and social development of greater Westonaria.

Strategic Issues

- To correct historically distorted spatial patterns
- Allow for residential and job opportunities in close proximity to one another
- Promote a diverse combination of land uses on individual erven
- Encourage environmentally sustainable land development practices and promote sustainable development
- Promote integrated land uses
- Discourage urban sprawl
- Encourage the optimal utilisation of existing infrastructure
- Promote public transport

Strategic Focus

- Formulation of a Spatial Development Framework;
- Compilation of a Land Audit and development of a Land Use Management Strategy;
- Implementation of principles that contribute to the infill development approach that is consistent with the geotechnical characteristics of the area and the availability of bulk services infrastructure.
- To ensure rapid decision-making in the development planning process.
- Implementation of building control management system.

Programmes and Projects for 2012/13:

- Processing of the development planning related applications.
- Implementation of building control measures.
- Involvement on the formulation of the Regional Spatial Development Framework.
- Involvement in the undertaking of the Regional Land Audit
- Involvement in the Municipal Demarcation Board process for the creating of a single Category A municipality in the West Rand.

1.1.2 INFRASTRUCTURE SERVICES

Executive Manager: Mr M Machaba *(011) 753 1953*

Institutional Strategic Goal and Objective

To ensure the provision of basic services to communities

Roads and Transport

Responsible Person: Mr T Kase *(011) 278-3230*

Developmental goal

To provide safe, reliable, effective, efficient and fully-integrated transport operations and infrastructure which will best meet the needs of freight and passenger customers.

Strategic issues
- To improve levels of service and cost in a manner that supports government strategies for economic and social development.

Strategic Focus
- Alignment of land-use and transportation plans.
- To enhance road and traffic safety.

Projects and Programmes for 2012.13
- Localise the Integrated Transport Plan (ITP) of the WestRandDistrictMunicipality to address the transport needs of the residents of greater Westonaria.
- Develop infrastructure to support none motorised modes of transport.
- Construction of new roads
- Construction of new storm water system
- Maintenance of paved, gravel and dirt roads
- Maintenance of the storm water system
- Upgrading and refurbishment of transport facilities.

Water

Responsible Person: Mr. L Erasmus *(011) 278-3107*

Developmental goal
To provide portable water that fully complies with the Blue Drop Status.

Strategic issues
- The provision of basic and improved levels of infrastructure network to ensure access to adequate levels of services to all communities.

Strategic Focus
- To utilise existing services efficiently and ensure that spare capacity is always available.
- To provide an affordable service to the community and limit inconvenience to users.

Programmes and Projects for 2012/13
- Maintenance of water network system. Replacement of the Asbestos Cement (AC) pipes.
- Installation of pre-paid water meters.
- Installation of the Pressure Regulating Valves (PRVs).
- Implementation of the “War on Leaks” program.
- Update and implement the Water Services Development Plan (WSDP)

Sanitation

Responsible Person: Mr. L Erasmus *(011) 278-3107*

Developmental goal
To run the waste water treatment plant and the associated network in full complies with the Green Drop Status.

Strategic issues

- The provision of basic and improved levels of infrastructure to ensure access to adequate levels of services to all communities.

Strategic Focus

- To utilise existing services efficiently and ensure that there is always spare capacity available.
- To provide an affordable service to users and limit inconvenience.
- To empower the community by educating and highlighting the importance of hygiene and water-wise.

Projects and Programmes for 2012/13

- Construction of additional capacity at the Hannes Van Niekerk WWTP facility
- Designing, planning and construction of the Regional Zuurbekom WWTP.
- Maintenance of the VIP sanitation system within informal settlements.
- Maintenance of the sewer network system.

Electromechanical

Responsible Person: Mr F Quinn *(011) 753 2790*

Developmental goal

To ensure that all inhabitants of the area have safe, adequate, reliable and affordable access to electricity supply complying with the necessary specifications and that the provision of the service is undertaken in accordance with NRS 047 and NRS 048 as well as sound social, economic and sustainability principles.

Strategic issues

- To utilise existing services efficiently and ensure that spare capacity is always available.

Strategic Focus

- To educate and inform the community with respect to electricity supply and usage (electro-wise)
- Provision of basic infrastructure to ensure access to acceptable levels of services to all communities.
- Effective and efficient maintenance of Council fleet and other mechanical equipment.

Programmes and Projects for 2012/13

- Implementation of an anti-cable and electricity theft campaign.
- Develop and implement the demand side management (DSM)
- Upgrading and refurbishment of the electricity network.
- Upgrade the main feeder to Simunye Township.
- Refurbishment of the Transformers, Sub-Stations and associated network.
- Develop and implement a fleet and other mechanical equipment maintenance plan.
- Train drivers and operators to use the fleet and other machinery correctly.
- Installation of new and replacement of exiting streetlights
- Maintenance of the electricity network.

Human Settlement and Rural Development

Responsible Person: Mr D Sithole (Act) *Tel 011 278 3023*

Development Goal

Create sustainable communities in Westonaria by meeting the housing demand of the different communities.

Strategic objectives and successful implementation of the housing demand and backlog is subject to the budget allocation and project implementation mandated by the Department Local Government & Housing.

Strategic Issues

- Identifying well-located and suitable land to meet the housing demand.
- Addressing the 16 500 housing backlog in Bekkersdal and other areas on the housing demand list in sustainable human settlements.
- Relocation of the Bekkersdal hostel residents.
- Participate in initiatives to identify social and economical amenities needed when housing construction start.
- Development of Thusanang and relocation of Waterworks informal settlement.

Strategic Focus

- Coordinate and facilitate housing development processes within Westonaria Local Municipality.
- Lobby and communicate with mines and other land owners to obtain sufficient land for the relocation of Bekkersdal, Thusanang and Waterworks informal settlements.
- Relocation of the informal settlement households to Westonaria South and Droogeheuwel and Middelvlei in Randfontein.
- Coordinate and facilitate on behalf of Westonaria Local Municipality in partnership with the Gauteng Provincial Government, the implementation of the Bekkersdal Renewal Program.
- Coordinate implementation of rural development initiatives.

Programmes and Projectsfor 2012/13

- Coordinate and facilitate the implementation of Westonaria Borwa, Thusanang, Waterworks and Simunye Ext 2 housing developments.
- Coordinate relocation of informal settlement households.

An executive summary of the Housing Sector Plan for 2007 - 2012 is available at the Office of the Manager: Housing.

Project Management Unit

Responsible Person: PMU Manager: Ms S. Bell *(011) 278 3083*

Development Goal and Strategic Issues

- Co-ordinate identification of infrastructure projects for inclusion in IDP
- Prepare capital and operating budgets and receive and administer MIG funds
- Manage, report on, monitor and evaluate MIG projects.

Strategic Focus:

- Produce medium term capital plans and operational budgets which reflect projects to be funded in each sector (roads, water, sanitation, and so on) as required by the Division of Revenue Act
- Fulfil all the financial functions to administer MIG funds, such as budgeting, financial management and financial reporting
- Manage MIG projects, including:
  - registering MIG projects on the national data base
  - commissioning and assessing feasibility studies
  - ensuring the development of project business plans and appraisal thereof and
  - making recommendations concerning project to be approved
  - managing MIG projects through the project cycle
  - developing terms of reference and contracting and managing technical and social practitioners/ consultants as required
  - contracting and managing implementing agents if projects are to be implemented by an agent outside of the municipality
  - ensuring that projects address sustainability issues
  - co-ordinating capacity building at project level to ensure a programmatic approach where appropriate
  - project monitoring and intervention where necessary to keep projects on track
  - MIG programme and project reporting.

Programmes and Projects for 2012/13

See departmental programmes and projects.

D 1.2 SOCIAL SERVICES

1.2.1 COMMUNITY SERVICES

Executive Manager: Mrs T Morolo *(011) 278 3017*

Institutional Strategic Goal and Objective

- To promote local economic and social development
- To provide a safe and healthy environment

Environmental Health Services

Responsible person: Mr. G. Viljoen (011) 278-3045

The Environmental Health Service has been transferred to the West Rand District Municipality and will be coordinated at a regional level.

Health and Social Welfare Services

HIV/AIDS Unit
Responsible person: Ms. V. Molebatsi *Tel: (011) 278-3048*

Developmental Goal

- To strengthen partnership amongst Ward Based Volunteers (WBV) and structures in the Local AIDS Council, by reducing the new HIV infection rate by 20% through education, promotion, prevention and management of opportunistic infections caused by HIV/AIDS by 2012/2013.

Strategic Issues

- There is minimal commitment from key stakeholders in relation to the functioning of Local AIDS Council (LAC) and the steering committee.
- High HIV prevalence rate.
- Monitoring of the HIV and AIDS programme for employees and community members is not sufficiently conducted due to shortage of staff.
- Non-functional HIV and AIDS workplace programme.
- Skills development budget for Ward Based Volunteers (WBV's).

Strategic Focus

- Strengthen and support the Local AIDS Council (LAC) and Committee by conducting meetings as scheduled and a strategic workshop to review the new Strategic Plan 2012-2016.
- Reduce new infection rate by 20% by intensifying continuous education, awareness and mass VCT campaigns at all ward levels with the aim of emphasising promotion and strengthening of behavioural change by 2012/2013.
- Ensure a continuous and sustainable Programme which includes HCT that will aim at assisting government reach it's broader goal of reducing new infections by 50%
- development programme. by 2013 (NSP 2012- 2016) by encouraging the municipality to ensure funding and being realistic and cost effective in the utilization of allocated funds for sustainability within the programme.
- Assist the Employees Assistant Programme officer through Wellness Clinic by conducting campaigns and educational talks to employees through peer educators.
- Employment of more permanent and experienced staff to assist in monitoring sustainability and evaluation of the HIV and AIDS programme for both employees and community members.
- Strengthening communication between the Local AIDS Council (LAC) committee members and Non-Governmental organization (NGO's) through the local AIDS Council meetings and campaigns.
- The Municipality has to allocate sufficient budget to capacitate volunteers (WBV's) through skills

Programmes and Projects 2012/13

- Strengthen the Local Government Council (LAC) and support its initiatives and programmes.
- Strengthen and empower community sectors such as Home Based Carers, Traditional Healers Organisation (THO), People Living With HIV and AIDS (PLWHA's), Youth Forum by assisting existing structures to mobilise at ward level through ward Councillors.
- Reduce new infections by 20% by improving the quality of ART services which is already in place in local clinics.
- Improve access to quality VCT services which will include mass continuous VCT campaigns at ward level.
- Support implement effective workplace HIV/AIDS programs,
- Implement the on-going daily door to door programme by Ward Based Volunteers.
- Review the HIV and AIDS strategic plan and align it with the latest NSP.
- Promotion on planned activities through the health calendar as well as the Unit's year plan such as STI-condom week, TB awareness week , AIDS care week through door to door, World Aids Day Event.

Social Development

Responsible Person: J Mokgosi *(011) 278-3106*

Developmental Goal

- To facilitate accessibility of Social Development facilities and programs to all the residents of greater Westonaria and contribute towards the developmental thrust of the Department and Municipality.

Stategic Issues

- Maintenance of community development related facilities.
- Development and implementation of programs targeting youth, aged, children and people with disabilities
- Revive and promote the seven identified sport codes (soccer, netball, athletics, cricket, swimming, rugby and boxing)

Strategic Focus

- Develop and implementan effective strategy of rendering Social Development services to all areas of the municipality, including far off areas;
- Implement scraping of informal fields plan;
- Update and implement Social Development Strategic plan.

Programmes and Projects for 2012/13

- Promote mass sport participation by residents of Westonaria encompassing all ages, males, females and people with disabilities
- Maintenance of sports facilities including informal fields
- Maintain quality level of service at the local libraries
- Development and implementation of Heritage, Arts and Culture programmes.
- Enhance the functioning and impact of the SRAC HUB

- Support the HIV & Aids awareness programmes through Library and Information Services and Sports, Recreation, Arts and Culture. Promote Support Anti-Social Crime Campaigns through Library and Information Services and Sports, Recreation, Arts and Culture
- Maintenance of community facilities relating to sports, recreation, arts and culture
- Promote mass SRAC participation by residents of Westonaria encompassing all ages, males, females and people with disabilities
- Opening of Waterworks Modular Library
- Increase HR capacity within the section by filling budgeted critical posts. Present programs (12) to promote skills development of the community in library usage
- Promote HIV & Aids awareness through programs presented by Library Information Services and Sports, Recreation, Arts and Culture (linked to outcome 2.4);
- Promote Social Crime Campaigns through Library Information Services (exhibitions) and Sports, Recreation, Arts and Culture (programs) 9linked to outcome 3.1).

PUBLIC SAFETY

Responsible Person: Mr M Lethetsa *(011) 278-3040*

Developmental Goal

Public Safety forms an integral part of the Department: Community Services, and is responsible for the creation of a safe and secure environment for the community of greater Westonaria through a multi-agency approach involving all key stakeholders.

Strategic Issues

- Effective coordination in the district and efficient provision locally of the Licensing Function.
- Proper planning in terms of Public Safety initiatives and programmes that are geared towards effective implementation of the strategic vision of 2016 Uni-city in the Wesr Rand.
- Inadequate vehicles to ensure visible patrolling and law enforcement.
- Lack proper guardhouses for security guards.
- Insufficient space for impounded vehicles.
- Ineffective communication due to lack of resources.

Strategic Focus

Lisencing

- To continue facilitating efforts to lobby the Gauteng Department of Roads and Transport to provide funding for the upgrade of the DLTC/VTS facility in Westonaria in particular because of its small size by June 2013.
- To review the Service Level Agreement (SLA) between Province and Council by June 2013.

Social Crime Prevention

- To ensure effective implementation of the adopted Westonaria Community Safety Plan in line with the approved Gauteng Safety Plan 2006 – 2014 as aligned to the National Crime Prevention Strategy.
- To ensure the implementation of by-laws.
- Continuously lobby the community social crime prevention forums.

Traffic Management

- To ensure that at least 80% of the budgeted vacant pots are filled in line with the approved structure, by 30 June 2013.
- To review all SLAs for service providers by June 2013.
- To ensure that Close Circuit Television (CCTV) cameras are installed in all robots, site robots and intersections by June 2013.
- To ensure establishment of control room for effective communication by June 2013.
- To ensure identification of areas for storage and security of impounded vehicles by December 2012.

Internal Security

- To ensure that provision is made in the 2012/13 budget for guard houses in order to protect the security guards against the elements.
- To ensure implementation of effective security measures at all essential pay points.
- To ensure proper management and monitoring of the SLA signed with the Security Service Provider

Programmes and Projects for 2012/13

- Implementation of the Community Safety Strategy.
- Conduct Roadblocks and road safety awareness campaigns, in line with Departmental programmes, to enhance Traffic Management system
- Procure Traffic vehicles.
- Procure Speed Camera
- Establishment of Radio control room
- Development of Vehicle impoundment storage

WASTE MANAGEMENT, PARKS & CEMETERIES

Responsible Person: M Mokwana *(011) 278-3087*

WASTE MANAGEMENT

Developmental Goal

The Waste Management Unit forms an integral part of the Department: Community Services, responsible for the management of solid waste throughout greater Westonaria. To provide an adequate, reliable and affordable service to residents of greater Westonaria.

Strategic Issues

- Inability to extend waste collection, waste transportation, and waste treatment and disposal facilities to all Communities including rural areas.
- Lack of vehicle replacement policy for replacement of aging waste collection vehicles and lack of vehicle maintenance plan to ensure proper maintenance.
- Inability to build employees capacity and skills due to cash flow constraints and insufficient budget.
- Lack of communities' participation to take responsibility for their cleanliness in their urban environment.
- Alarming illegal dumping as a result of unreliable waste collection rounds.

Strategic Focus

- Extend waste collection, transportation, treatment and disposal facilities to all communities including rural and un-serviced areas by 2014.
- Waste separation at source programme in high income areas to be fully implemented for waste generation areas.
- All waste is disposed of in a manner meeting Department of Water Affairs and Forestry now DAFF.
- Replacing waste collection vehicles and ensure proper maintenance.
- Investigate and replacement of entire waste collection fleet by June 2014.
- A portion of waste stream to be reduced at source, re-used and recycled/composted.
- Waste Management System in the Municipality to become economically independent and profitable by 2014.
- Illegal dumping of waste will be reduced by 50% from 5 000 tons per annum to 2500 ton by 2013
- Eradicate non-compliance Transfer Station in Bekkersdal and establishment of Compliance T Stations.
- Implement action plan as stipulated in the Integrated Waste Management Plan (IWMP)
- Provision of storage facilities to all residents of Westonaria by 2014.

Programmes and Projects for 2012/13

- Purchase of waste collection vehicles
- Purchase of 240l bins
- Construction of Waste Transfer Stations
- Implementation of Integrated Waste Management Plan, Education and Awareness Strategy
- Enforcement of by-laws
- Facilitate the running of Ward-based Cleaning Campaign with all stakeholders including sector departments and private institutions.
- Implement the Extended Public Works Programme (EPWP), in collaboration with Seriti Institute.
- Upgrading of Landfill site (MIG).

PARKS AND CEMETERIES

Developmental Goal

The Parks & Cemeteries sub-section forms an integral part of the Department: Community Services which is responsible for the management of parks, cemetery and crematoria facilities throughout greater Westonaria.

Strategic Issues

- Lack of Integration of sports and recreation facilities and activities
- Establishment of no-racial and non-sexist culture by making sports and recreational facilities accessible to all at grass roots level.
- Promotion of urban forestry and greening
- Outdated By-Laws
- Lack of open space policy
- Promotion, protection and conservation of national resources
- Optional utilisation of the open spaces to avoid illegal dumping spots which are an eyesore to communities and to reduce crime.
- Creation of healthy and tranquil living environment
- Maintain and enhance the ecological integrity of natural systems
- Creating an area conducive and safe for recreation and leisure.
- Ensuring that all resident of Westonaria receive reliable and affordable cemetery service.
- Low Cemetery tariffs resulting in influx of burials from neighbouring municipalities
- Lack of burial space due to increased death rate.
- Alternative burial methods for preservation of burials space in Westonaria

Strategic Focus

- Implement open space upgrading and maintenance to improve the open spaces to people ratio by 2014.
- Properly maintain existing recreational facilities and make them accessible to the broader community by December 2012
- Develop the appropriate facilities and infrastructure that will ensure the provision of cemetery services to entire Westonaria community by 2012.
- Capacitate and recruit competent personnel that will ensure efficient service delivery
- Introduce alternative burial methods for the preservation of burial space in Westonaria by 2014
- Continuously engaging needs analysis programme.

Programmes and Projects for 2012/13

- Establishment of MSPs (Cooperatives) for grass cutting
- Implementation of Greening & Beautification Project.(EPWP)
- Maintenance of Open Spaces & side walks
- Maintenance of gardens & beddings of Municipal Buildings
- Operation and maintenance of cemeteries
- Development of newcommunity parks
- Develop open space management policy
- Review Cemetery and Parks by-laws
- Review Cemetery Burial Tariffs

- Development of Simunye Cemetery .

D 1.3 ECONOMIC SERVICES

1.3.1 FINANCIAL SERVICES

Finance

Chief Finance Officer: Mr M van Brakel *(011) 278 3012*

Institutional Strategic Goals and Objectives

- To promote local economic and social development
- To ensure internal municipal business excellence

Expenditure

Responsible Person: T du Toit *(011) 278 3051*

Developmental Goal

- The expenditure section is responsible to manage the expenditure of Council in an effective and efficient manner, considering the cash flow situation, agreement to pay service providers within thirty days of delivery of the service and other related policies and regulations.
- To focus the application of resources to address the needs and backlogs in previously disadvantaged areas.

Revenue, Credit Control and Debt Collection

Responsible Person: H Botha *(011) 278 3053*

Developmental Goal

- The income section is responsible for the services provided in accordance with household affordability levels in the Council area.
- It is responsible for the implementation of the turn-around strategy, which includes indigent registration process, debt collection, credit control and the installation of pre-paid water meters, ensuring that services are provided to the community in a sustainable manner.

Programmes and Projects for 2012/13

- Implementation of the Indigent Management Programme.
- Implementation of the Debt Collection and Credit Control Programme
- Establishment of new pre-paid water and electricity pay points.
- Implementation of initiatives towards achievement of the Clean Audit

Financial Planning& Management Account

Responsible Person: Mrs R Kilian *(011) 278 3055*

Developmental Goal

- It is this section's responsibility to facilitate access to appropriate funding from the private sector through management, co-operative planning and creating a climate conductive for investor confidence.
- To identify, access, mobilise and manage the appropriate financial resources for infrastructure investment by the Council.

Strategic Focus

- Develop long-term tariff and income strategies that will ensure the financial sustainability of the Council without overburdening the taxpayer and consumer of services in the council area.
- Manage the future cash flow position of Council in such a way that –
  - an envisaged capital investment programme can be sustained
  - acceptable liquidity levels can be sustained at minimum cost to the Council, and
  - the general tax and resource base of the Council are optimised. While Council realises the importance of addressing and redressing key aspects of its previous service provision policies. It is also necessary to make adjustments over the short term in order to sustain and improve the quality of life of all stakeholders in Westonaria over the longer term
  - maintaining strict debt collection and credit control measures and review indigent registration process
  - installation of pre-paid water meters in all areas, but special focus on low payment areas.
- Optimise the resource base of Council within the context of:
  - full cost recovery from the end-user for services rendered
  - using subsidies as a vehicle to solve short- and medium term problems and not as a mechanism to sustain unaffordable services to selected consumers or consumer groups
  - being sensitive to the needs and requirements of the business sector, and
  - adopting policies and strategies that will ensure economic growth and the broadening of the tax base of the town.

Programmes and Projects for 2012/13

- Manage budgeting and expenditure processes
- Manage the cash flow of Council
- Develop long-term tariff and income strategies that will ensure the financial sustainability of the Council
- Finalise and maintain asset management system

Supply Chain Management

Responsible Person: Mrs C van Buuren (011) 278 3054

Developmental Goal

- It is the responsibility of this section to provide a policy framework to institute and maintain a supply chain management system which is transparent, efficient, equitable, competitive and ensures best value for money and promotes local economic development.
- To transform outdated procurement practices into an integrated supply chain management function to ensure that supply chain management forms an integral part of the financial management system.

Strategic Focus

- Provide an information technology service to Council varying from advice to implementation of new systems

- By adopting a supply chain management policy, further to pledge the full support of the Proudly South African campaign and the observance of all applicable legislation, including specifically the –
  - Preferential Procurement Policy Framework Act, Act no 5 of 2000
  - Broad Based Black Economic Empowerment Act, Act no 53 of 2003
  - Municipal Financial Management Act, Act no 56 of 2003, and
  - Construction Industry Development Board Act, Act no 38 of 2000.
- Increase employment opportunities through procurement by specifying labour friendly techniques and/or labour intensive methods of construction in tender documentation

- Stimulate and promote local economic development in a targeted and focussed manner.

Local Economic Development

Responsible Person: Vacant *(011) 278-3012*

Developmental Goal

- To build the economic capacity of a local area to improve the economic future and the quality of life for all
- To facilitate a process by which public, businesses and NGO sector partners work collectively to create better conditions for economic growth and employment

Strategies Issues

One of the key economic aspects to be addressed is the decline of the local mining industry. Although the importance of the mining sector is declining, it still remains the dominant economic sector in the region. What is thus required is a phased approach over the medium to long-term to counter the negative effects of the declining mining sector.

There are two important sectors which can play a leading role in this approach i.e. agro-industries and manufacturing linked to the massive expenditure of the gold mining industry on stores and equipment. This expenditure is massive in volume and is mainly spent outside the boundaries of Westonaria. Local industries and agriculture are potential beneficiaries of this expenditure.

The local mining industry thus provides a number of potential opportunities in a variety of economic activities.

The land redistribution programme of the Department of Land Affairs needs to be supported and implemented. Specific attention should be given to the establishment **agro-industries** involved in the processing of agricultural produce from both small scale and commercial farming activities.

Programmes and Projects for 2012/13

- Provide support to SMMEs.
- Support and collaborate with local business Fora.
- Develop initiatives to support local procurement objectives.
- Coordinate implementation of initiatives aimed at increasing creation of job opportunities for Westonaria residents.
- Revive Bekkersdal Renewal Programme LED projects.
- Partner with mines to implement LED projects contained in their Social Labour Plans.
- Coordinate establishment and support for co-operatives.

D 1.4 INSTITUTIONAL SERVICES

1.4.1 CORPORATE SERVICES

Head of Department: Ms S Maqhubu *(011) 278 3020*

Institutional Strategic Goals and Objectives

- To provide a democratic and accountable government for local communities
- To ensure internal municipal business excellence

Legal Services

Responsible Person: Mr B van Niekerk *(011) 278-3070*

Strategic Issues

- Develop, implement, monitor and review work process and control systems;
- Define and adjust the job content, role boundaries, and workflow processes against functional responsibilities and service delivery requirements;
- Determine staffing levels and prepare motivations for the filling of vacancies to complement functional objectives and requirements;
- Conduct appraisals to measure performance and objectives accomplished against agreed targets, and reviewing goals and adjusting or setting new objectives where required;
- Communicate with the HOD: Corporate Services on specific key performance areas and service delivery plans and objectives of the Department with a view to align the functions and service delivery objectives with the capacity and capability of the Legal, Services Section;;
- Formulate and implement procedures, systems and controls to regulate specific work and work sequences associated with the functional areas of the Section;

- Formulate and implement interventions which may be necessary to ensure functionality and to support core service delivery areas;
- Prepare capital and operating budgets for the Section and control expenditure against the approved budget allocations;
- Co-ordinates and execute specific administrative and reporting requirements associated with the key performance and result indicators of the Section.

Strategic Focus

To provide legal advice and enabling support to Council, the Mayoral and Portfolio Committees of Council, as well as to the Political Office Bearers, the Municipal Manager, Heads of Departments and Departments/Sub-Clusters;

Programmes and Projects for 2012/13

- Provide legal advice and support to the political and administrative levels of the Municipality.
- Ensure legal compliance by the municipality with all relevant legislation.
- Ensure implementation of adequate contract management processes.
- Coordinate policy development and review processes.
- Review of the Delegations of Powers Manual.
- Coordinate management of the administrative issues relating to property management.

Administration Section

Responsible Person: Mrs M E Engelbrecht, (011) 278 3024

Developmental Goals

- To provide efficient and effective office administration
- To render committee support service through professional minute taking, compilation of agendas and timely distribution of documents
- To render sustainable printing services to internal and external stakeholders.
- To provide for effective access control measures at identified service points.
- To implement and manage departmental asset register

Strategic Issues

- Non-compliance with legislation governing records management.
- Proper coordination of committee support services.
- Lack of proper monitoring of municipal transport service.
- Need for effective facility management programme

Strategic Focus

- Implement and coordinate committee procedures and follow up processes on the implementation of Council and Mayoral Committee Resolutions.
- Efficient application of resources.
- Provide an efficient and effective building management and maintenance programme in compliance with the relevant legislation.

- Implementation and maintenance of an access control system to ensure a manageable and secured environment within the identified municipal buildings.
- Compile and maintain a Departmental Assets Register in compliance with prescribed legislation and reconciliation of Municipal Asset Register.

Programmes and Projects for 2012/13

- Renovation of municipal buildings; i.e.
  - Civic Centre entrance
  - Upgrading of Public Toilets
  - Resealing of Roofs, Main Building and Banquet Hall Complex
- Monitoring implementation of CIPAL Electronic Records Management application
- Coordinate management of the Municipal fleet
- Coordinate management of the Municipal telephone and communication system
- Coordinate implementation of the archive management system.
- Maintenance of Municipal Buildings

Human Resources Section

Responsible Person: Mr J Matlhabe(Acting) *(011) 278-3030*

Developmental Goal

- To provide an effective and efficient human resource strategic and administration support through recruitment and selection, benefit and payroll administration and conditions of service.
- To ensure skilled workforce through skills development and training intervention
- To ensure fair representation of the workforce through employment equity initiatives
- To promote a conducive working environment through effective labour relations, good employer/employee relations, provision of a healthy and safe working conditions and employee wellness

Strategic Issues

- Lack of Integrated Human Resources Strategy
- Lack of Employment Equity Plan
- Outdated policies
- Review of organisational structure to ensure achievement of organisational objectives and address the capacity challenges -Done
- Lack of fully operational employee wellness program
- High volume of grievance and disciplinary cases

Strategic Focus

- To develop the Integrated Human Resources Strategy
- To develop a 5-year Employment Equity Plan and implement the plan to meet the employment equity and affirmative action targets
- To review and develop HR Policies
- To review and align current organisational structure - Done
- Implementation of EAP Programme.

- To provide training on Disciplinary Code to all supervisors and managers and maintain a disciplined workforce
- To comply with the Occupational Health & Safety Act, Workmen's Compensation Act, and advocate safety in the workplace - In progress
- To capacitate the workforce, Councillors and Ward Committees through training and development initiatives - ongoing

Programmes and Projects for 2012/13

- Development and implementation of an Integrated HR Strategy and Plan.
- Development of a HR manual
- Implement the approved staff structure of Council
- Implementation of the EAP programme
- To conduct a Skills Audit to identify gaps and develop strategies to address the gaps.
- Establish the Employment Equity Forum in order to develop the Employment Equity Plan
- Re-enforcement of the Health and Safety Committee in compliance with the OHSACT
- To review and align HR policies with the Uni-city 2016 Vision.
- Incorporate Councillor and Ward Committee members training programmes in the Workplace Skills Plan.

Information Technology (IT)

Responsible Person: Mrs L Moraitis *(011) 278-3003*

Development Goal:

To provide optimal information technology services and infrastructure to Westonaria Local Municipality.

Strategic Issues

- IT Policies & Procedures are outdated.
- Wireless links to satellite offices need upgrading.
- Audit tool / register for software licensing insufficient.
- Issuing of new hardware for current staff and new appointee.
- Data storage server is becoming insufficient.
- Operating systems for servers need to be upgraded to latest version.
- Furniture in Training Centre is not conducive to training environment.

Strategic Focus

- Provide an information technology service to Council varying from advice to implementation of new systems.
- Revise and enforce IT Policies & Procedures in collaboration with the Legal Section and Council's Service Provider.
- Investigate the most cost effective solution to increase performance of Council's external links to all satellite offices.
- Upgrade external links to all satellite offices.
- Investigate and enforce audit tool / register for software licensing.
- Purchase software and hardware to have an effective and efficient IT network.

Programmes and Projectsfor 2012/13

- Ensure reliable and stable network availability.
- Ensure maintenance of IT hardware.
- Upgrade external links to all satellite offices.
- Investigate and enforce audit tool / register for software licensing.
- Purchase software licenses to cover shortfall.
- Purchase and install additional storage hardware.
- Purchase and install operating systems for servers.
- Establishment of an IT Training Centre.

Communications

Responsible Person: Mr K Madiehe (011) 278 3086

Developmental goal

To provide effective communication and information services to the Council towards all its target audiences.

Strategic Issues

- Shortage of staff and financial constraints hinder projects and programmes
- Imperceptible and ineffective internal communications forum which results in lack of communication within the Municipality
- Lack of certain skills like Web Master (uploading, technical issues etc)

Strategic Focus

- To develop a communication strategy, policy and procedure.
- To develop an action plan, procedures and performance monitoring mechanisms for implementing communications programmes.
- To lead and direct both external and internal communication for the municipality.
- To develop communication bulletins, information booklets and an electronic communication station.
- To liaise with media.
- To initiate and provide editorial expertise for the publication of booklet.
- To create partnerships with appropriate institutions, including media houses.
- To establish a central communication station where both the community and staff views can be submitted in writing.

Strategies to achieve these objectives:

- Promote daily interaction with all stakeholders, especially the community through the communication network
- Promote their participation in the projects and programmesof the Municipality
- Rebuild and implement internal communications (communication forum and stations)
- Reviving our relations with media especially radio.
- Accelerated newsletter project.
- Getting training on webmaster

Projects &Programmes: 2012/13

- Preparing a newsletter or magazine, leaflets and brochures
- Promote the "Pay for your Services" project
- Website update and development
- Liaison with Council's target audiences
- Promoting participation in programmes and projects of Council.
- Communication Workshops for Councillors
- Manage and market the Westonaria Local Municipal brand.
- Improve signage in the Council buildings to direct the public.

1.4.2 OFFICE OF THE MUNICIPAL MANAGER

Municipal Manager: Mr T Ndlovu (011) 278-3000

Institutional Strategic Goals and Objectives

- To provide a democratic and accountable government for local communities
- To ensure internal municipal business excellence

Development Goal

- To coordinate the smooth running of activities in the Office of the Municipal Manager and provide overall support.
- To establish good relationships with all relevant role players to improve information flow, effectiveness and efficiency.

Strategic Issues

- To improve the gathering of relevant information from the various Departments of Council, sector departments and other institutions.
- Coordinating the diverse functions performed in the Office of the Municipal Manager.
- Create an environment conducive for problem solving and facing challenges.

Strategic Focus

- To effectively coordinate the inputs received from various role players enabling the Municipal Manager to make informed decisions.
- Monitoring and evaluating the submissions received to be signed by the Municipal Manager ensuring all relevant information is provided.
- Define and adjust the job content, role boundaries, workflow processes against functional responsibilities and service delivery requirements.

Programmes and Projects for 2012/13

- Improve strategic planning and M&E processes.
- Implementation of the performance management system.
- Implementation of the system of delegations.
- Ensure alignment of municipal programmes with the West Rand Vision 2016 Strategic Framework.

- Improve the municipality's effective and efficient implementation of service delivery programmes.
- Implementation of initiatives towards the achievement of a Clean Audit.
- Effective and efficient general management of the municipal departments.

Internal Audit

Responsible Person: Mrs E Botha *(011) 278-3121*

Development Goal
The Internal Audit Unit forms a fundamental part of the Office of the Municipal Manager and is responsible for providing an independent and objective internal audit service to Council in its entirety.

Strategic Issues
- To improve the internal audit activity by working towards Operation Clean Audit as initiated by the Office of the Auditor-General.
- Create an awareness of the value of the Internal Audit Unit to Council and its various Departments.

Strategic Focus
- Continuously improve the skills and abilities of the staff members of the Internal Audit Unit to keep abreast of the latest developments and trends.
- Audit the activities of Council with the aim to add value to the governance processes, risk management and controls.
- Regularly gives feedback to the Audit Committee and the Municipal Manager on achievements and challenges.
- Provides administrative support to the Audit Committee.
- Annually review the Charters of the Audit Committee and the Internal Audit Unit.

Programmes and Projects for 2012/13
- Develop a three year risk-based audit plan for Council.
- Convene at least 4 Audit Committee meetings per annum.
- Monitor and evaluate the implementation of the municipality's Anti-Fraud and Corruption Policy.
- Undertake ad hoc investigations as per request of departments.
- On a quarterly basis audit the performance information of Departments in relation to their SDBIP targets.
- Audit of the portfolio of evidence of Executive Managers as part of their annual performance evaluation process.
- Exercise financial control and on a quarterly basis submit the Service Delivery and Budget Implementation Plans (SDBIPs) to Council.

Integrated Development Plan and Performance Management

The former Department Performance and Compliance was disestablished. The Integrated Development Plan and Performance Management unit was which will be responsible for
- Performance Management
- Integrated Development Planning (IDP) and

- Compliance with a risk function.

Integrated Development Plan

Responsible Person: Vacant

Development Goal

The development goal of the Integrated Development Plan (IDP) is to develop and manage a user-friendly IDP reflecting the activities of Council for the next coming five years.

Strategic Issues

- Promoting the IDP as a valuable document reflecting future developments planned by Council.
- Diversity to cope with all the activities and functions linked to the IDP.
- Closer cooperation with other entities and role players to improve the value and credibility of the IDP process and document.
- To ensure that the IDP process and end result restores the trust of the community in local government.

Strategic Focus

- Develop and adopt a process plan outlining the role players, the key functions and timeframes. Ensuring buy-in form all relevant parties.
- To prepare and revise the IDP of Council addressing the needs of the communities within the constraints of the budget.
- Ensure that the Ward Committees and Community Development Workers (CDWs) are fully aware and involved in the process.

Programmes and Projects for 2012/13

- Promoting the IDP as a valuable document reflecting on future developments in the area.
- Establish closer cooperation with other entities and role players to improve the value and credibility of the IDP process and document.
- Ensure that the projects are in line with Council's financial ability to be able to deliver on its promises.
- Liaise with theOffice of the Speaker and Councillor Support Unit to convene public participation meetings and relevant interest groups.

Performance Management

Assistant Manager: Vacant

Development Goal

The Performance Management unit forms a fundamental part of Council and its activities. The development goal of this unit is to develop and implement a Performance Management System that measures performance and progress of officials and Council linked to the Integrated Development Plan (IDP), the Budget and the Service Delivery Budget Implementation Plan (SDBIP).

Strategic Issues

- Official buy-in into the system and constant updating of information.
- Officials to understand the value of a performance management system as a management tool.

Strategic Objectives

- To ensure that the performance contracts of the Municipal Manager and the Section 57 officials are entered into timely and that annual performance agreements are entered into within 14 days after the approval of the budget.
- To ensure that the performance contracts and agreements of the Municipal Manager and the Section 57 officials are aligned to become the Scorecard of Council.

Programmes and Projects for 2012/13

- Implement a Performance Management System for Council measuring the achievements and identifying areas to be improved upon.
- Monitoring and evaluating the systems of Council to ensure compliance with legislation and policies of Council.
- Exercise sound financial management and on a quarterly basis prepare and submit Service Delivery and Budget Implementation Plans to the Municipal Manager.

Compliance

Responsible Person: Asst Manager: Vacant

Development Goal

The Compliance Unit will also be responsible for compliance related matters and overseeing that risk management becomes an integral part of each and every Department of Council/

Strategic Focus

To within the Departments of Council improve on the culture of compliance to legislation.
Coordinating the compliance and risk management functions
Implement a risk management policy for Council and the various Departments of Council.

Programmes and Projects for 2012/13

- Regular monitoring and evaluation of the systems of Council to ensure compliance with legislation and policies.
- To ensure that Council activities are performed in compliance to legislation, policies and procedures.
- On an annual basis conduct a strategic risk assessment for Council based on the operational risk assessments done by the various Departments of Council
- Develop, implement and maintain a risk management policy for Council and the various Departments
- Generate interest into applying risk management principles into day to day activities.

1.4.3 EXECUTIVE MAYOR'S OFFICE

OPERATIONAL MANAGER

Responsible Person: Ms. L Loliwe (011) 278 3085

Institutional Strategic Goals and Objectives

- To provide a democratic and accountable government for local communities

Developmental goal

To facilitate and provide administrative and political support to the Executive Mayor with regard to all functions in the Executive Mayor's Office.

Strategic Issues

Financial constraints hold back projects and programmes.

Strategic Issues

- To lead and manage all staff in the Office of the Executive Mayor to ensure efficiency and/or effectiveness in the Office.
- Prepare, manage and control the Office of the Executive
- Mayor's annual operational budget, ensuring the effective and efficient functioning of the office within the budgetary constraints of the Council.
- Oversee the development and implementation of strategic and operational policies in the Office of the Executive Mayor according to legislation and Council policies and procedures.
- Oversee the provision of communications services for the Executive Mayor.
- Organise and prepare for media briefings and interviews in liaison with the Communications Unit.
- Creation of sustainable positive relationship between the council & the public.
- Managing & overseeing the organizational imbizos and the community outreach programme.

Strategies Focus

- Recommend to the council strategies, programmes and services to address priority needs through the integrated development plan.
- Evaluate progress against the key performance indicators.
- Identify the needs of the community, review and evaluate those needs in order of priority.
- Ensure that regard is given to public views.

Programmes and Projects: 2012/13

PROJECTS	DESCRIPTION
Executive Mayor's National Events Programme	Human Rights Day Freedom Day Workers Day Youth Day National Women's Day Heritage Day Day of Reconciliation World AIDS Day 16 Days of Activism World Disability Day
State of the Town Address	Catering Printing of Invitations Marquee, flooring, chairs and tables, Sound and stage hire Deco Entertainers
Mayor's Charity Drive	Based on empowering local communities, particularly those surrounding the greater Westonaria Local Municipality and views corporate social investment (CSI) as a vital response to the socio-economic imperatives of the community.
Career Expo	Career Day and Expo will offer young South Africans invaluable opportunities to network with a variety of job recruiters and find out more about learnerships and graduate-placement programmes.
Furniture	Air conditioner in the Ops Manager, Office Round table and 4 chairs
Batho Pele Principles Awareness Campaign	Awareness Campaign(educating the community and employees) Printing Posters, Booklets, Information Brochures Banners Name/Identification tags for employees. Corporate Clothing (Branded t-shirts. Caps, etc) Signage's
National Projects/Events	Human Rights Day Freedom Day Workers Day Youth Day National Women's Day Heritage Day Day of Reconciliation World AIDS Day 16 Days of Activism World Disability Day

1.4.4 OFFICE OF THE SPEAKER

Political Unit Section

Responsible Person: Mr Morapedi Machakela 011 278 3058

Institutional Strategic Goals and Objectives

- To provide a democratic and accountable government for local communities

Developmental Goals

- To provide democratic and accountable governance environment in WestonariaLocalMunicipality without prejudice.
- To plan and implement public participation initiatives.
- Welfare and support to councillors.
- To provide support for Petitions Committees, MPAC and Portfolio committees activities of council.
- To provide a transparent and participatory Ward Committee System.
- To provide efficient and effective administration for councillors of Westonaria.
- To develop, implement and manage political section budget.

Strategic Issues

- Development of Municipal Public participation policy.
- To ensure of functionality of Petitions committee, MPAC and Council portfolio committees.
- To facilitate conducive conditions for coordination and functioning of Ward committees
- To provide administrative to all 16 ward committees.
- To develop consulting mechanisms for the council.

Strategic Focus

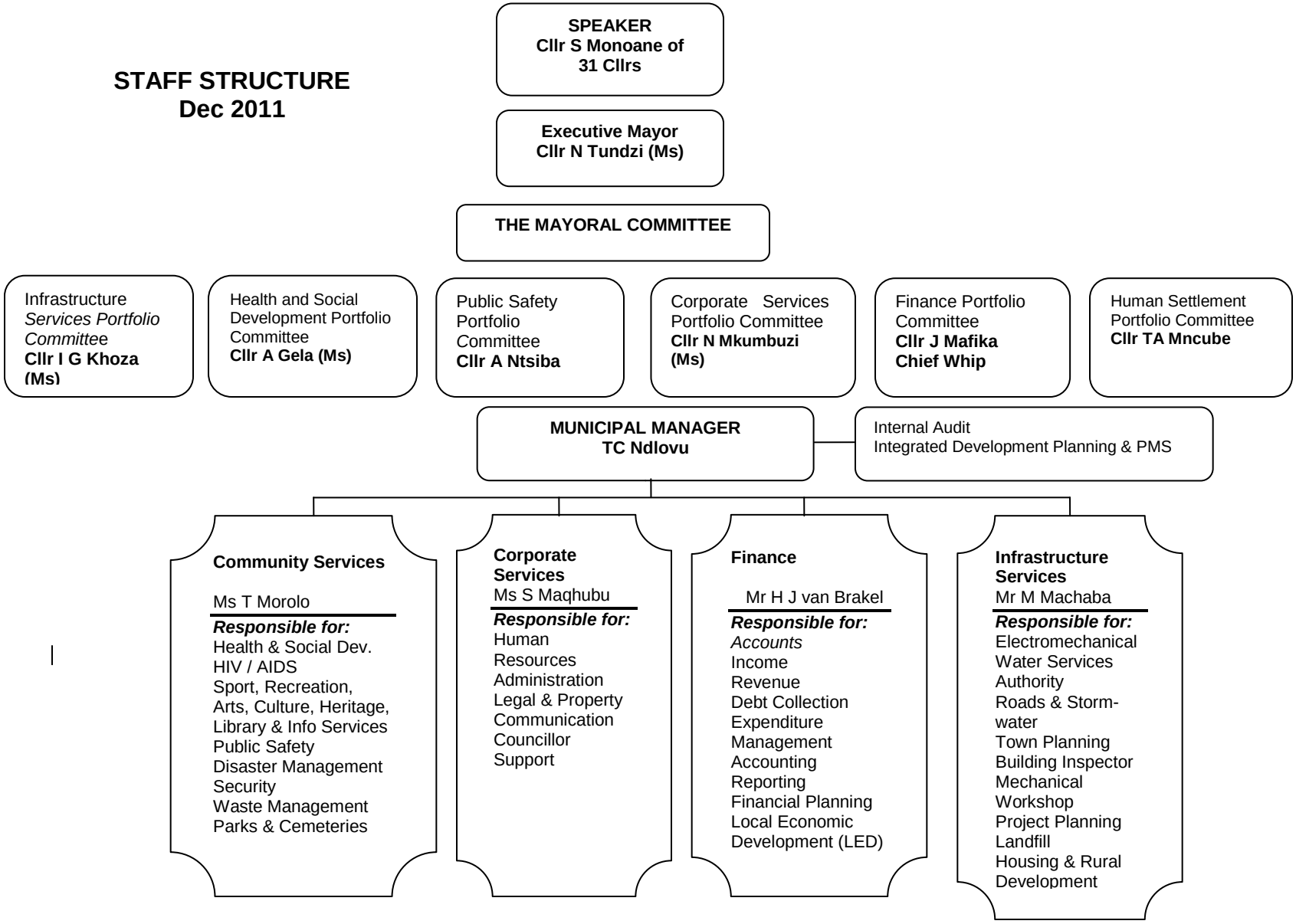
- Development of Westonaria Public Participation strategy.
- The establishment of Ward Committees within all 16 Wards.
- To develop ward committee development and support programmes.
- To empower ward committees in partnership with the Provincial and National Departments dedicated to corporative and accountable governance.

Programmes and Projects for 2012/13

- Implementation of Councillors capacity building and support programmes.
- Implementation of Ward committee training programmes.
- Coordinate the implementation of public participation annual programme in collaboration with the Ward Councillorsand Ward Committees.
- Ensure improved sector and stakeholder relations.

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STAFF STRUCTURE
Dec 2011



D 3 INSTITUTIONAL ANALYSIS

The report aims to highlight the activities of the following sections within Corporate Services:

- Human Resources
- Legal & Property
- Administration
- Housing and Human Settlement
- Office of the Executive Mayor
- Office of the Speaker
- Information Communication Technology (ICT); and
- Communication, Marketing and Customer Relations Management (CRM).

The report also indicates the challenges experienced with regard to the performance of each section for the period under review.

The revised organisational structure was approved on 9 December 2011 via C/Res 090/11(12). Critical and funded posts will be revised in order to increase the filling of vacant positions. A gender break down of staff members and Councillors is provided as well as the skills development that was undertaken.

D 3.1 EMPLOYMENT EQUITY PLAN

Efforts are underway to establish an Employment Equity Forum which will lead to the compilation of the Employment Equity Plan as well as the appointment of the Organisational Development Practitioner/Employment Equity Practitioner.

The Employment Equity EEA2 and EEA4 Reports were not submitted to the Department of Labour on 30 September 2011 due to the lack of an Employment Equity Plan for the municipality.

D 3.2 POLITICAL STRUCTURE

31 Councillor seats. The Executive Mayor is a female and Chief Whip a male. The Mayoral Committee consists of two male and four female councillors. The gender balance within Council is 19 males and 12 females.

D 3.3 STAFF COMPLEMENT

At 30 June 2011 Westonaria Local Municipality has 427 employees of whom 150 are female, constituting 35% and 277 male, constituting 65%. Seventeen (17) people with disabilities are in full-time employ. Five (5) interns are doing their internship at the Department of Finance, one (1) at Infrastructure, Development & Planning (ID&P) and two (2) at Corporate Services.

The new organisational structure: Senior Management consists of the Municipal Manager with 4 Section 57 Executive Managers. The gender balance reflects three men and two women.

Management level allows for 20 officials. The gender balance is 4 females and 9 males. Seven (7) vacancies exist.

D 3.4 UNIONS

There are two trade unions representing employees within Council, namely:

- IMATU (affiliated to FEDUSA)
- SAMWU (affiliated to COSATU)

The Local Labour Forum (LLF) wasestablished and a Chairperson elected, as well as the Chairpersons of the three LLF Sub-committees.

D 3.5 THE WORKPLACE SKILLS PLAN

A critical requirement of an effective workplace skills plan is to link the skills needs of Council to the organizational strategic priorities. This implies that any training undertaken must directly contribute to the overall success of the organisation. The skills needs must flow from the IDP whilst the IDP should inform the municipality's strategic objectives, which in turn should inform each department or division's objectives.

The success of a skills development programme depends on a commitment to skills development within the organization and support from Councillors, Senior Management and officials to see it through.

The success of this process relies on the active participation of all stakeholders.

- Maximum stakeholder commitment: Managers and supervisors need to know exactly what the skills needs, arising from their department's objectives are. Managers need to monitor the progress of acquiring those skills and need to be able to evaluate the impact of the new skills on their department's performance.

- On the most basic level, managers need to incorporate training planning into their business plan and budgeting cycle: It is vital that managers share the responsibility of training and not see it purely as the responsibility of the HR Section. The role of the Skills Development Facilitator is to facilitate the training process with managers and supervisors.

- Employees need to participate in identifying their individual skills needs against organisational objectives: Managers have to include skills matters in their weekly/monthly briefings to staff.

Workplace Skills Plan: 1 July 2011 – 30 June 2012

Westonaria Local Municipality finalised its Workplace Skills Plan (WSP) for the 2011/2012 financial year and submitted it to the LGSETA on 30 June 2011.

Due to Council's financial situation, all training interventions were placed on hold since October 2008. Training interventions requiring no financial expenses are still proceeded with.

Westonaria Local Municipality did fairly well with the implemention of its Workplace Skills Plan in terms of the training of staff and Councillors despite the financial situation currently experienced.

Implementation: July 2011 – March 2012

The following courses were attended, to date, to empower Councillors and officials with the necessary qualifications and skills to improve their performance and service delivery.

Councillors

COURSE NAME	SERVICE PROVIDER	No. Attended	GENDER	
			Male	Female
Induction Training for councillors	SALGA	31	19	12

Employees

COURSE NAME	SERVICE PROVIDER	No. Attend	GENDER	
			Male	Female
Local Government Accounting Cert. NQF3	WoW-group, SAICA and AAT(SA)	6	0	6
Local Government Advanced Accounting Cert. NQF4	Regenesys, SAICA and AAT(SA)	6	1	5
Local Government Advanced Accounting Cert. NQF4	ATCOR, SAICA and AAT(SA)	6	0	6
Supply Chain Management Training	National Treasury	26	15	11
Process Controllers Skills Programme	DWA	5	5	0
Process Controllers – RPL	DWA	1	1	0

COURSE NAME	SERVICE PROVIDER	No. Attend	GENDER	
			Male	Female
Process Controllers Learnership	DWA	12	6	6
SAICA Deloitte Financial Program (Pilot)	Deloitte	4 (2 – employed 2-unemployed	2	2
Artisan Training: *Welding *Fitting *Diesel Mechanic	IFTA	 2 3 1	 1 3 1	 1 0 0
Supervisory Dev. Programme	GCRA	10	7	3
Protocol & Etiquette	DIRCO	12	5	7
Middle Management Dev. Programme	Milpark Business School (GCRA)	3	1	2
NC: Municipal Governance	University of Johannesburg	8	3	5
AC: Municipal Governance	University of Johannesburg	12	7	5
Project Management Prince 2	Snap-Tech	1	1	0

Achievements:

Six employees graduated and received their certificates in the Local Government Accounting Certificate (NQF3). The Graduation Ceremony took place on 27 September 2011 at Melrose Arch.

Eighteen employees of the Sewerage Section received their statement of results and certificates as follows:

- RPL – Process Controller x 1
- Skills Programme x 5
- Process Controller x 12

The Graduation Ceremony took place on the 7th October 2011 at Birchwood Hotel and Conference Centre, Boksburg.

D 4 SPECIAL PROJECTS AND INTIATIVES

D 4.1 PROJECT MANAGEMENT UNIT (PMU)

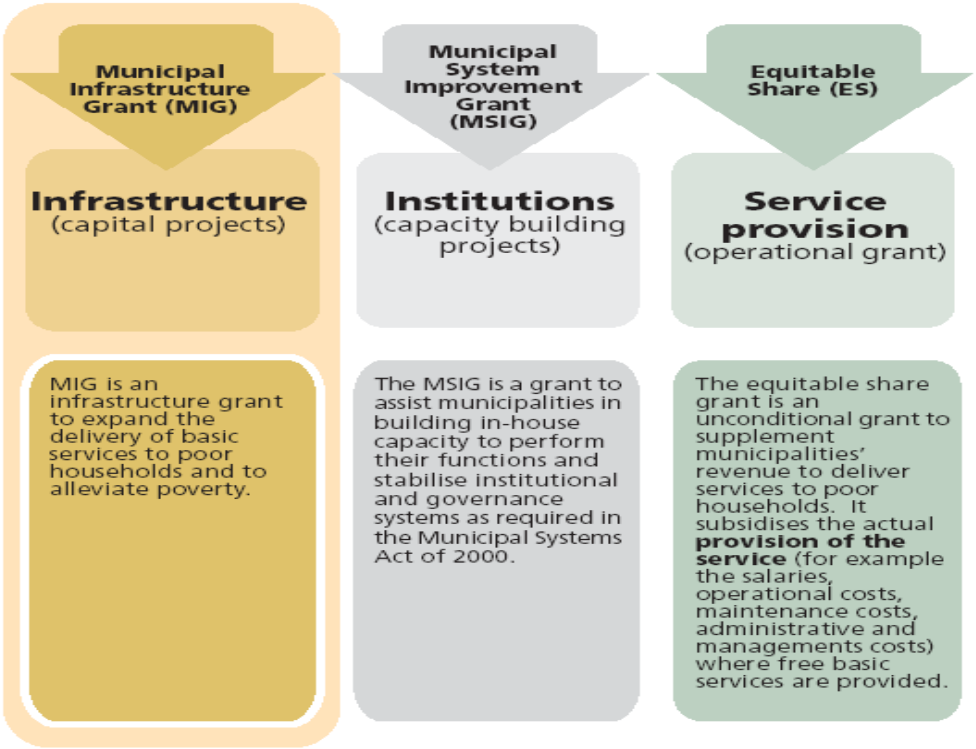
The Growth and Development Strategy (GDS) of the Gauteng Provincial Government was developed to address the high levels of unemployment and poverty experienced in the province and to address the uneven and skewed growth experienced in some areas while other communities do not benefit from it.

The mere existence of a Growth and Development Strategy is not enough. Various role players should participate in achieving the aims.

Westonaria Local Municipality linked up with the GDS by way of having a Project Management Unit (PMU) focusing on infrastructure related projects with the aim of improving the lives of the people, running an Expanded Public Works Programme (EPWP) within the projects undertaken with the aim of creating jobs and developing skills.

The Project Management Unit was established with the purpose to coordinate and manage the Municipal Infrastructure Grant (MIG) projects of Westonaria Local Municipality (WLM), in order to comply with the grant requirements as contained in the MIG policy framework document. The PMU also monitors own funded and other grant funded infrastructure projects executed within Westonaria Local Municipality regarding timeframes versus construction versus budgets.

The objective of the PMU is to ensure responsible expenditure within a carefully planned infrastructure plan, whilst ensuring a high quality output with sustainable (long-term) infrastructure lifecycle.



During 2011/12 financial year, Westonaria Local Municipality received a total amount of R54,184,000.00 from the Municipal Infrastructure Grant (MIG). An amount of R65,882,000.00 is budgeted for the 2012/13 financial year.

The breakdown of the allocations is reflected below. The division of the allocation for 2012/13 is as follows: (Draft figures – subject to change).

- 71% for Water, Sanitation , Roads and Storm-water
- 11% to Public Services such as taxi ranks, municipal buildings and
- 15% to Social Institutions and Micro Enterprises, Sport Complex etc.
- 3% for the administration of the Project Management Unit.

MUNICIPAL DISTRIBUTION FUND: 2011/2012 and 2012/2013(Draft figures subject to change).

CATEGORIES	2011/12 (Actual %)	2011/12 (Actual R)	2012/13 (Planned %)	2012/13 (Planned R)
B-BASIC RESIDENTIAL SERVICES ***Subdivision of 70% listed below*:**	**78.2**	**R 42 353 560.22**	**71**	**R 46 587 232.33**
Water	2	R 1 237 237.98	2	R 1 500 000.00
Sanitation	37	R 20 058 960.64	0	
Roads & Storm water	28	R 15 440 814.55	61	R 40 007 962.38
Solid Waste (disposal, transfer & processing)	10	R 5 616 547.05	5	R 2 977 601.55
Health (Clinic)	0		3	R 2 101 668.40
P-PUBLIC MUNICIPAL SERVICES ***Subdivision of 15.87% listed below:***	**10.5**	**R 5 668 331.78**	**11**	**R 7 218 307.67**
Cemeteries and Mortuaries	8	R 4 349 246.92	11	R 7 218 307.67
Taxi Rank	2	R 1 319 084.86	0	
MunicipalBuilding	0		0	
E-SOCIAL INSTITUTIONS & MICRO ENTERPRISE ***Subdivision of 9.13% listed below:***	**7.7**	**R 4 157 300.00**	**15**	**R 10 100 000.00**
Parks	0		0	
Sport Complexes (MPS&RCC)	8	R 4 157 300.00	15	R 10 100 000.00
Arts & Culture (MPCC)	0		0	
N-NODAL MUNICIPALITIES ***Subdivision of 0% listed below:***	**0**	**R 0.00**	**0**	**R 0.00**
SUB-TOTAL	**96.3**	**R 52 179 192.00**	**97**	**R 63 905 540.00**
PMU Management & Admin (max of 5%)	3.7	R 2 004 808.00	3.0	R 1 976 460.00
TOTAL	**100**	**R 54 184 000.00**	**100**	**R 65 882 000.00**

PLANNING FOR THE OUTER FINANCIAL YEARS

Municipal Infrastructure Grant (MIG)

Westonaria Local Municipality

National Financial Year						Municipal Financial Year					
2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
23,211	30,895	38,639	45,051	54,184	65,882	23,211	30,895	38,639	45,051	54,184	65,882
23,211	**30,895**	**38,639**	**45,051**	**54,184**	**65,882**	**23,211**	**30,895**	**38,639**	**45,051**	**54,184**	**65,882**

PROPOSED VERTICAL DIVISION OF FUNDS AS COMPARED TO BY THE MIG REQUIREMENTS
DRAFT SUBJECT TO CHANGE

CoGTA Division of Revenue - MTEF									
2005/2006, 2006/2007, 2007/2008, 2008/2009, 2009/2010, 2010/2011, 2011/2012, 2012/2013, 2013/2014, 2014/2015									
Westonaria Local Municipality									
Allocation	R 54 184 000.00		R 65 728 000.00		R 69 336 000.00		R 73 345 000.00		MIG Guide 100%
CATEGORIES	2011/12 (Actual %)	2011/12 (Actual R)	2012/13 (Planned %)	2012/13 (Planned R)	2013/14 (Planned %)	2013/14 (Planned R)	2014/15 (Planned %)	2014/15 (Planned R)	
B-BASIC RESIDENTIAL SERVICES Subdivision of 70% listed below:	82.1	R 44 464 922.48	73	R 47 737 237.98	70	R 48 409 552.75	57	R 41 764 303.26	70%
Water	11	R 5 737 237.98	10	R 6 737 237.98	5	R 3 663 411.67	5	R 4 000 000.00	
Sanitation	37	R 20 058 960.64	8	R 5 000 000.00	17	R 11 517 283.54	14	R 10 190 610.94	
Roads & Storm water	24	R 13 052 176.81	46	R 30 500 000.00	38	R 26 680 519.74	38	R 27 573 692.32	
Solid Waste (disposal, transfer & processing)	10	R 5 616 547.05	2	R 1 000 000.00	6	R 4 446 669.40	0	R -	
Health (Clinic)	0	R -	7	R 4 500 000.00	3	R 2 101 668.40	0	R -	
P-PUBLIC MUNICIPAL SERVICES Subdivision of 15.87% listed below:	6.6	R 3 556 969.52	10	R 6 607 061.41	10	R 6 885 540.00	3	R 1 957 434.98	5%
Cemeteries and Mortuaries	4	R 1 974 067.69	8	R 5 000 000.00	8	R 5 788 790.00	0	R -	
Taxi Rank	3	R 1 582 901.83	1	R 582 901.83	2	R 1 096 750.00	3	R 1 957 434.98	
Municipal Building	0	R -	0	R -	0	R -	0	R -	
Street Lights			2	R 1 024 159.58	0	R -	0	R -	
E-SOCIAL INSTITUTIONS & MICRO ENTERPRISE Subdivision of 9.13% listed below:	7.7	R 4 157 300.00	14	R 9 411 860.61	17	R 11 960 827.25	37	R 27 422 911.76	15%
Parks	0	R -	1	R 500 000.00	0	R -	0	R -	
Sport Complexes (MPS&RCC)	8	R 4 157 300.00	14	R 8 911 860.61	17	R 11 960 827.25	37	R 27 422 911.76	
Arts & Culture (MPCC)	0	R -	0	R -	0	R -	0	R -	
N-NODAL MUNICIPALITIES Subdivision of 0% listed below:	0	R 0.00	0	R 0.00	0	R 0.00	0	R 0.00	5%
SUB-TOTAL	96.3	R 52 179 192.00	97	R 63 756 160.00	97	R 67 255 920.00	97	R 71 144 650.00	95%
PMU Management & Admin (max of 5%)	3.7	R 2 004 808.00	3.0	R 1 971 840.00	3	R 2 080 080.00	3	R 2 200 350.00	5%
TOTAL	100	R 54 184 000.00	100	R 65 728 000.00	100	R 69 336 000.00	100	R 73 345 000.00	100%

D 5 LOCAL ECONOMIC DEVELOPMENT (LED)

D 5.1 INTRODUCTION

Local Economic Development (LED) is an outcome of socio-economic development based on local initiatives and driven by local stakeholders, using local resources, ideas and skills to stimulate economic growth and development of the area.

The White Paper on Local Government states that transformation of developmental local government "*requires a further process of administrative re-organisation to gear municipalities to meet the considerable challenges of social, economic and material development in all communities*".

This is reinforced by section 153(a) of the Constitution which clearly stipulates that:
"… municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community to promote the social and economic development of the community".

In the light of the above principles, Westonaria Local Municipality established a LED unit which is a section within the Finance Department.

D 5.2 Reviving of the LED Projects

Council has introduced the three LED projects located in Simunye. These projects were originally funded from a grant which included operational funding for the initial phases of the projects. The purpose of these projects was also to be a training facility to provide training to the beneficiaries to enable them to start their own businesses. As the projects were growing and the establishment of markets starts to get momentum a number of challenges was facing the municipality. As a result the projects were not financially sustainable and eventually the projects was closed some 2 years ago. During 2011 some of the projects were revitalised in partnership with the private sector, namely:

- Broiler / poultry production; and
- Bakery.

The Broiler/Poultry and Bakery projects

These projects are currently operational and are being run by the Siqalo Cooperative. The Municipality has entered into a partnership with Afrisam to resuscitate these projects. Afrisam offer training to Isiqalo Cooperative, so that the project is sustainable and it creates jobs.

These projects were launched in April 2011.

Taxi Rank Food Kiosk

The renovation of Westonaria Taxi Rank is also identified as an LED project. The purpose of the project is to ensure that SMMEs operate under a conducive environment. A contraction work on this project is underway and its envisaged to be completed by the end of the 2011/2012 financial year.

Local Economic Development (LED) Strategy

Council at its meeting held on 20 June 2007 approved the Local Economic Development Strategy. A workshop was facilitated by USAID Local Governance Support Programme (LGSP). It was attended by relevant stakeholders promoting public participation, obtain the inputs from specialists and to ensure acceptance of the process and way forward. The strategy will not be reviewed because as part of the Vision 2016 a Regional Growth and Development Strategy is being developed. Instead the WLM will be developing an LED Implementation Plan which will be informed by the Regional Growth and Development Strategy. The 2007 Westonaria Local Economic Strategy covers the following:

Introduction and Background
Policy Framework and Contextualising LED
- Global Context
- The National Policy Framework
- The Provincial Perspective
- The West Rand District Municipality Perspective

WestonariaMunicipality Economic Profile
- Socio-economic Conditions and Characteristics
- Economic Sector Analysis
- Market and Trade Overview
- Overview of Environmental Conditions
- Overview of Infrastructure Framework

The LED Strategy Design
- Vision, Mission, Strategic Goals and Core Values
- Economic Development Objectives
- Key Focus Areas
- Municipal Targets for Growth

The LED Strategy will be reviewed in the 2012/13 financial year.

The LED Implementation Framework

Institutional Arrangements, Monitoring and Evaluation

One of the attachments to the Strategy is the Maropeng Declaration which was adopted at a regional workshop during October 2006 to promote and stimulate economic development on the West Rand.

Strategic Objectives for Economic Development:

1. To develop a strong, dynamic and balanced economy;
2. To create an efficient and productive town through the growth and development of the local economy
3. To assist small and medium sized enterprise development and the implementation of various programmes and initiatives;
4. To broaden and diversify the local economy and broaden the tax base to provide better services to the entire community;
5. To increase the attractiveness of the town for new investment; and
6. To optimise the opportunities provided by the mining sector.

The Strategy considered the national, provincial and regional frameworks addressed elsewhere in the IDP document namely:

- Millennium Development Goals (MDGs),
- ASGISA Initiative
- Gauteng Province's set of development objectives ,
- The objectives of growth identified by the West Rand District Municipality (WRDM) and Westonaria
- Westonaria Local Municipality's vision

Key Focus Areas for Economic Growth for the Next Five Years:

I. Strengthen spatial economics
II. Strategic economic infrastructure investment
III. Enterprise and human capital development
IV. Targeting job creating growth sectors
V. Addressing the cost of doing business in Westonaria
VI. Build partnerships with strategic stakeholders (e.g. mining companies within the municipality) for beneficiation purposes and linkages for growth

Different programmes and LED projects are linked with each Key Focus Area.

Targets to be achieved by 2012 /2013

- Increase the municipality's economic growth from the current -1.9% to 1% per annum by June 2013 and to 2% per annum between 2014 and 2016
- Halve unemployment levels from 29.6% to 14.8%
- In partnership with other national and provincial government departments, reduce poverty by half from 15.5% to 7.75%
- Train at least 1000 people on relevant skills per annum
- Increase the municipal spending on procurement on BBBEE companies and SMMEs, and companies owned by youth, women and people with disabilities, to 60% by 2012/2013

D 5.3 TheLED Implementation Framework

The implementation framework is a guide to a proper programme and project planning for the effective implementation of the LED Strategy. It aligns the LED Strategy with the IDP objectives and thus will mainstream LED in all the municipal functions and its performance management system.

The LED Implementation Framework outlines the different LED programmes and projects, linking them to their respective objectives and identified key focus areas. This will assist the LED Unit to track its performance in terms of the overall objectives of the municipality, but also be able to track activities that are LED-related, but are performed by other municipal departments.

Discussions are taking place with the Gauteng Department of Agriculture, Conservation and Environment (GDACE) to assist Westonaria with developing a Strategy for Agriculture and aligning the respective projects. The Agricultural Hubto be established on the West Rand will avail valuable knowledge and resources to the community.

D 5.4 The LED Institutional Arrangements, Monitoring & Evaluation

PROJECT	INDICATORS	PROJECTED BUDGET	POTENTIAL SPONSORS	TIME FRAME
N12/R28 Intersection Crafters Market & Cultural Village along the N12 Treasure Route	Feedback on proposals and implementation of projects	**Unsecured Funding**	Public Private Partnership	FY 2012/13
Development of an LED Plan	Approved programmes by Council	Budget provision 2012/13	Sponsorship grants Municipal Budget	Dec 2012
Implement the Expanded Public Works Programme and target job creating sectors	80% local labour to be utilized in all contracts. Report on jobs created and compliance on equity, requirement: local, blacks, women, youth & disabled.		EPWP Incentive Grant	On-going Was implemented in FY 2011
SMMEs/Cooperatives Business Skills Training	Establish a Data for all Contractors/ SMMEs and Registration on GEP Database	**Unsecured Funding**	Sponsorship grants from potential funders e.g. GEP, DED, GEDA & Mines	FY 2012/13
N12/R28 Development Node	Feedback on proposals and implementation of the projects	**Unsecured Funding**	Public Private Partnership	FY 2012/13
Bekkersdal Renewal Project:	Hand-over of projects to	To be determined	Funding: BRP	FY 2011/12 Active

PROJECT	INDICATORS	PROJECTED BUDGET	POTENTIAL SPONSORS	TIME FRAME
a) Bekkersdal Local Business Service Centre (LBSC) – Development Hub Projects **b) Farmer Support Project** **c) Brick Making Plant** **d) Agri-Business (Herbs) Farming**	WLM by GDOH	by the Maintenance plan agreed upon by parties		
Revival of the LED Projects i.e. Hydroponic Farming, Poultry Production & Bakery	Revival implemented.		Afrisam	On-going
Revitalisation of the Westonaria - Simunye	Attract business investment in the CBD.		Neighbourhood Development Grant	FY 2013/14

D6 COOPERATIVES

The refuse removal services and grass cutting unit of Westonaria Local Municipality have been subject to several challenges over the years, which had a significant impact on service delivery, its efficiency and cost effectiveness. Contributing factors are an unreliable fleet, insufficient resources and accumulation of overtime.

Council is in the process of investigating establishing cooperatives to assist with the service delivery in these areas. The community of Venterspost already indicated that they are eager to assist as long as equipment is availed.

Council is investigating the viability of a model that involves the empowerment of local women and youth in setting them up as small refuse removal and grass cutting enterprises (community contractors) that performs contracted refuse removal and grass cutting work on behalf of the Council.

The business principle is that a company is contracted to provide the services but that it uses community contractors to perform the said functions.

D7 GAUTENG PLATO PROJECT

Plato is a mentor-led project focusing on Small, Medium and Macro Enterprises (SMME) where managers from large companies coach groups of 15-20 business owners/managers at monthly discussion sessions.

The duration of each project is between one and two years. The group members decide on a theme, and the mentor provides information and guidance on the various issues relating to the selected theme.

The role of the mentor is to manage the group and also to provide individual support to help SMME owner/managers solve specific problems relating to their businesses. Where necessary, and at the discretion of the mentor, training and expert guidance is provided. There is no payment made to the mentors.

OBJECTIVES

The objectives of the Plato Projects are to:

- Increase the professionalism of the management of SMMEs
- Stimulate and achieve the exchange of ideas
- Establish local and international networks

BACKGROUND

The Plato concept originated in 1988 at Janssens Pharmaceuticals in Belgium. In 1990 the Voka East Flanders Chamber of Commerce implemented this successful model for general business usage. Hundreds of Belgian SMMEs are members of the Plato Project and over 300 owner/managers have participated over the years. A 2005 Deloitte study showed that SMMEs that participated in Plato improved their finances, liquidity, return on capital and lowered their labour costs.

PLATO IN SOUTH AFRICA

Plato networks have been piloted in South Africa since 2006 in three cities, namely Plettenberg Bay, Mogale City and Bloemfontein. From 2010 Plato has been expanded in the Western Cape to include several additional cities.

The Plato networks achieved the following results:

- 60 SMMEs received extensive business education
- Several of the SMMEs signed contracts with Belgian businesses
- Several SA business and governmental delegations have visited Flanders, in the process enhancing bilateral trading relations
- Educational institutions and NGOs have embarked on new projects due to Plato.

THE GAUTENG MODEL

The Gauteng Provincial Government has adopted the Plato model for all 15 Gauteng municipalities. Gauteng Economic Propeller (GEP), is the provincial agency responsible for SMME development, funds the project and JCCI acts as project managers.

The roles and responsibilities are as follows:

- The LED Managers (Local Economic Development Managers) from each municipality coordinate the project, select the SMMEs and make all the logistical arrangements for the meetings in their geographic area.
- Mentors, who are senior staff from the private sector, run each SMME group.
- 15 – 20 SMMEs are selected in each municipality to participate in the project.
- Training for the LED Managers and the mentors is conducted by VOKA accredited staff. A team building exercise with the selected SMMEs, LED Mangers and mentors is then conducted. During this exercise the SMMEs decide on the topics that they need covered during their sessions.
- The mentor-led monthly, or twice monthly, sessions then follow for a period of twelve months. Training interventions according to group needs are also made available.
- One of the main objectives of the programme is to identify SMMEs with the potential to export or those who are already export ready that can be linked to Belgium companies.

Westonaria Local Municipalityis participating in the PLATO programme.

The following is offered during the course:

- Full training of the Gauteng Plato coordinators (municipal LED Managers)
- Full training of the Gauteng Mentors
- Mapping the needs of the participating SMMEs
- Transferring of know-how
- International business opportunities for SMMEs
- Entry into an extensive European network.

CRITERIA TO BE CONSIDERED FOR THE PROGRAMME

- Annual turnover of between R100 000 and R5 000 000
- Business operational for 2 or more years - No start ups
- Cipro registered
- Have a valid tax clearance certificate
- Proof of municipal residence
- Certified copy of South African identity document
- E-mail capabilities or willingness to learn.

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SECTION E
SPATIAL DEVELOPMENT FRAMEWORK

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E SPATIAL DEVELOPMENT FRAMEWORK

E 1 WEST RAND MACRO SPATIAL PERSPECTIVE

PHYSICAL ANALYSIS

It is widely regarded that "the South African settlement structure is one of the most inefficient and distorted in the world. It is characterized by low-density urban and rural sprawl, fragmentation, separation of land uses and income groups and structural imbalances." This clearly depicts and defines the urban isolation of areas such as Westonaria, Randfontein, and Merafong. However within the West Rand District Municipality the mining related activities also had a similar impact on the urban form, drawing people away from the urban core settlements into areas where mining activity was found, thereby placing people close to work (mining) opportunities. This tendency had more long-term negative effects than positive. As the mining sector declined the dichotomy of "doing the correct thing" (placing people close to work opportunities) resulted in an urban form characterized by decentralized nodes, with no/limited character, that are poorly integrated and offered limited access to economic opportunities.

THE URBAN STRUCTURING ELEMENTS OF THE WEST RAND DISTRICT

In reviewing the physical aspects and existing spatial framework documentation pertaining to the West Rand District Municipality, the following factors influencing spatial realities can be summarized. These factors area:

Historical factors;
Residential patterns and trends (housing);
Socio-economic profile of the population;
Economy of the West Rand District Municipality;
Transportation infrastructure;
Land Availability;
Issues beyond District Borders;
Environmental factors; and
Geotechnical aspects.

THE URBAN COMPOSITION OF THE WESTONARIA LOCAL MUNICIPALITY

In order to have a better understanding of urban and rural development in Westonaria Local Municipality, it is important to first obtain a background to the urban composition of the developments in a regional context, i.e. the West Rand District Municipality (WRDM).

The urban composition of the WRDM is characterized by the following components:

Mining Land
This part constitutes the most influential form giving elements. It is located in a band stretching east-west, south of Carletonville & Westonaria and then a north-south belt stretching from south of Westonaria to the south of Mogale large tracts of this land is unsuitable for human habitation.

Residential Land
This land use is found predominantly in the Randfontein – Mogale – Kagiso triangle area. Isolated townships such as Venterspost, Bekkersdal (as part of Westonaria) are situated south thereof. It can therefore be concluded that the residential population is concentrated around Mogale-Roodepoort-Kagiso. Other smaller settlements are inter-dispersed throughout the east-west mining belt, which is poorly serviced in terms of access to economic and social opportunities.

Commercial and Industrial activity
This is predominantly found in and around the residential cores, the largest areas in Mogale, Kagiso (Chamdor) and Randfontein.

Small holdings
These are situated to the north of Mogale (Muldersdrift), west of Mogale & Randfontein as well as south of Westonaria. This provides the opportunity to create a natural edge of urban development and an interface with the natural environment.

Agricultural Land
This is situated throughout the West Rand District Municipality and Westonaria has been identified as the area with the most agricultural potential.

Potential Tourism Areas
These areas are situated predominantly to the north and north-west of Mogale which includes the Cradle of Humankind and Magaliesburg-Hekpoort areas.

Open Space
Open space does exist in the West Rand District Municipality, however is poorly defined, poorly accessed, isolated & therefore unsustainable.

CRITICAL DEVELOPMENT ISSUES

Critical issues facing the future development of the West Rand District Municipality can be depicted as follows:

- Increased Urbanization;
- Lack of mixed income development;
- Lack of character of each town;
- Urban fragmentation
- Urban Sprawl

The higher demand for particularly housing contributes to higher demand for land, which in turn contributes to urban sprawl. This also contradicts national and provincial policies of densification and compact cities.

- Declining inner cities and towns;
  Subdivision of small holdings;
  Isolated development;
  Decentralized towns and the declining mining activities impact on it;
- Environmental Degradation
  Due to the pressures of insensitive housing development and mining activities etc. the environment (urban, rural and natural) is declining.
  Ineffective transportation modes and linkages;
  Spatial separation of where people work and live;
  Poor economic and social linkages.

POLICY ANALYSIS

In order to depict the basic principles guiding spatial development, the following policies are analyzed:

Gauteng Spatial Development Framework

The Spatial Development Framework identified five critical factors to direct the way forward for the province, these are:

- Resourced Based Economic Development;
- Contained urban growth;
- Re-direction of urban growth;
- Rural development beyond the urban edge; and
- Mobility and Accessibility.

For particular reference of this "Spatial Planning" Section spatial directing factors are elaborated:

Contained urban growth that entails the identification of an urban edge would:

- Discourage urban sprawl and contain growth with the city limits;
- Compact the city through infill and densification;
- Improve the utilization of existing infrastructure, services and facilities;
- Preserve the rural environment and landscape;
- Protect the rural assets and resources;
- Protect agricultural land, especially high potential agricultural land;
- Preserve the environments that promote tourism, recreation and nature conservation;
- Assist urban regeneration by adopting an inward approach.
- Protect cultural and tourism assets;
- Give structure and form to the city (urban growth); and
- Manage the re-shaping of the city towards a more sustainable outcome."
- Re-direction of urban growth;
- This entails the integration of residential areas with areas of employment.
- "The aim is to densify the existing urban areas; stabilize and limit growth in the economically non-viable areas; and achieve growth on vacant land within the economic growth sphere, as contained by the urban edge, in order to develop a functional and sustainable urban system."

Although the urban edge is no longer in existence the idea thereof might still be relevant for Westonaria Local Municipality and the principles thereof could be utilised to the advantage of the municipality.

In this regard the areas were categorized into three relevant categories:

Areas of consolidation
These areas are in need of upgrading and improvement, where future outward growth is determined, "it being contra to notion of contained urban expansion, and an inward upliftment focus is adopted." Thereby improving and providing infrastructure, increase access and mobility, access to amenities, addressing social needs and upliftment.

Possible future growth areas

These pockets of land were identified on the need to avoid undefined growth and sprawl, to bring people closer to the economic core where job opportunities will be created in the future.

Long term densification areas
With regards to development beyond the urban edge, which consists of a large component of the West Rand District Municipality, the following can be extracted:

- "Intensive Rural" areas are identified which includes uses such as agriculture, conservation, recreation, nature reserves, tourism, hikes, trails, crafts, etc.
- "Extensive Rural". The Largest West & Southern Region of West Rand District Municipality is classified as "Extensive Rural". The primary use is food production, cattle and dairy farming.

IMBALANCES
In analyzing the policies the following imbalances could be identified:

- No uniform Land Use Management System exists for the entire West Rand District Municipality;
- Terminology in the various IDPs & SDF's differ;
- The visions and missions of each local municipality do not accommodate the development of the District as a whole, seemingly the visions of the various local municipalities are in competition with each other;
- The Spatial Planning initiatives of each town is in competition with each other, i.e. each local municipality endeavours to develop its municipal area into the economic core of the West Rand;

It is to be noted that efforts were made during the past year to align development and projects on the West Rand and neighbouring Councils.

E 2 SPATIAL DEVELOPMENT FRAMEWORK: WESTONARIA LOCAL MUNICIPALITY

The proposed spatial development framework for the Westonaria Local Municipality is graphically portrayed on the enclosed Map at the back of the document. This spatial development framework is based on the results of the situation analysis, the vision for development in the area and the conceptual framework outlined above, as well as aligning the SDF with the SDF's of adjoining local authorities. This explains the amendments to the SDF in order to align the proposed land use activities with the activities proposed in the SDF's of the adjoining local authorities. The components of this spatial development framework are described below.

Existing Land Use Structures

The regional land use pattern within the Westonaria Local Municipality is indicated on the enclosed Map. This information clearly indicates a dispersion of residential development in the area.

These developments include the following:
Westonaria Township;
Bekkersdal Township;
Hillshaven Township;
Glenharvie Township;
Venterspost Township;
Simunye Township and

Mining towns such as Libanon and Waterpan.

The main characteristics of the existing land use patterns are:

- Important concentrations of offices, retail, urban facilities and medium density residential development occur in the Westonaria Township.
- Various mining and related residential developments are scattered across the municipal area.
- Two large agricultural holding areas are located in the north eastern (West Rand A.H.) and central parts (Waterpan A.H.) of the Westonaria Local Authority. These areas have certain levels of services and offer limited opportunity for development.
- The most prominent east-west linkage is provided in the Westonaria Local Council area by the N12**.** Currently no major developments occur along this route (except for a few public garages and businesses). This is about to change as applications have been lodged for township establishment purposes in order to develop an industrial/commercial development bordering the municipal area of the City of Johannesburg on the east and the Randfontein municipal area to the north. This route is the main entrance point to Johannesburg from the North West Province and the West Rand and as such forms part of the N12 Treasure Route.
- The prominent north-south linkage is the R28 giving access to Krugersdorp / Randfontein to the north and to the Emfuleni region to the South.

Activity Nodes

The only node of significant regional importance is the Central Business District (CBD) of Westonaria. Retail development, offices, taxi ranks, governmental buildings and municipal offices are located here.

Residential Densities

The Westonaria Local Municipality generally has fairly low residential densities when analysed at a suburb level, except in and around the CBD. The reason is due to the dolomitic conditions prevailing in the area and as result thereof the density of existing and proposed densifications are lower than what the market demands. The permissible density for developments in Westonaria is 25 dwelling units per hectare, except in areas where a geotechnical investigation was carried out and in terms of the geotechnical report the Council for Geo-science approved a density higher than 25 dwelling units per hectare. Significant components of medium to high residential developments occur within the mining residential areas.

Transport

The public transport routes within the Westonaria Local Municipality are mainly concentrated along the N12 and the R28. The railway line also provides transport opportunities to the Greater Johannesburg area and beyond.

Fast moving parallel access ways / Mobility Spines

One of the critical aspects within a balanced overall spatial framework is to create a balance between the provision of mobility and local access which is being required. Roads with high positions in the road hierarchy, for example freeways, do not provide a high level of local access. Within an overall development framework, various types of roads should function as an integrated system to provide the necessary levels of mobility as well as local accessibility.

Within the Westonaria Local Municipality context there is one important route which function as a mobility spine / fast moving access way. This route is the N12 route linking the study area in an east west direction. The primary purpose of the fast moving access way is to provide mobility for high volumes of traffic with limited direct access onto these routes. Typical land uses located along these routes are land uses which benefit from high levels of accessibility and visibility.

It is due to the reasons mentioned above that an application was lodged for an industrial/commercial township north of the N12 and which township is an extension of similar developments to the east thereof in the City of Johannesburg's municipal area. These kind of developments require easy access onto fast moving access ways and is part of the reason why the developments in the City of Johannesburg area have been successful and why the natural extension of the industrial and commercial developments are now earmarked to take place along the N12 Freeway.

Proposed Activity Corridors

The concept of an activity corridor is important in applying the principles of development corridors. Local access needs to be provided to development areas along the activity spine. Activity corridors are closely linked to the fast moving access way (mobility spines) and provide areas in which densification and development should be focused. These activity spines are characterized by conflicting traffic movements, and signalised intersections.

The activity corridors contain various modes of transportation and will give direct access to a range of high intensity land uses, including retail, cultural, residential, employment and recreational facilities. The proposed activity corridor within the study area is as follows (see Map at the end of the document).

1. The R28 linking Westonaria with Randfontein and Krugersdorp in the north and Emfuleni in the South.
2. The R559 road from this intersection with the N12 to the intersection with the R28.

A number of Public Passenger Transport Corridors for the West Rand has been identified and are reflected in the Integrated Transport Plan for the West Rand. The most prominent corridors for Westonaria are:

Corridor C: Westonaria (R28) – Randfontein – Mogale City
Corridor B: Between Mohlakeng and Protea Glen / Lenasia at Mohlakeng
Corridor D: Krugersdorp (CBD) to Westgate via Robert Broom Street at Krugersdorp Pretoria Street.

Corridor C serves as a strong north –south public transport corridor linking the core of the West Rand District Municipal area. The Corridor is integrated with other corridors.
The Corridor is to support the major nodes of Westonaria, Randfontein and Krugersdorp as well as secondary nodes of Simunye, Bekkersdal, Mohlakeng and Toekomsrus.

With regard to Corridor C the travel demand along the corridor was determined from current public demand as well as latent demand - attractive enough to motivate people to become users.

Conservation Area / Open Space

The proposed conservation area is mostly located in the southern parts where most of the area is hilly and no intensive farming is taking place. Various sites of architectural and cultural importance are found in the south western area of the conservation area.

Conceptual framework

One of the underlying principles of the concept of development corridor is to preserve the areas located between the lattice framework (formed by nodes, activity corridors and activity streets) for residential and other community uses not targeted for inclusion in the activity spines and streets. These areas fall within the lattice framework, have been divided into four types of areas, i.e. Zones of Stability, Zone of Potential, Zone of Opportunity and Zones of Intervention.

The **zones of stability** are mostly stable residential areas with a wide range of facilities being provided and well developed social and other infrastructure. These areas include the existing urban areas of Westonaria, Hillshaven, Glenharvie and Venterspost.

The **zones of potential** are areas where development has already been initiated. However, vacant land is still available within these areas which can play an important role as far as infill and densification within the urban fabric is concerned. This includes the Simunye area.

The **zones of opportunity** are areas consisting of large tracts of vacant land, mostly with single ownership and which are potentially available for strategically important development in the study area. This land is mostly located in the south eastern areas of Westonaria and is potentially developable from a geotechnical point of view.

The **zone of intervention** are existing high density residential areas with inadequate or declining levels of infrastructure and other services and which experience aspects of urban degradation. This includes the Bekkersdal area.

Existing activity node

The only existing **activity node** or regional importance is the central business district area and the industrial area of Westonaria town. This is the only area with a significant concentration of business, retail and other associated activities.

Potential future activity nodes

Only one potential **future activity node** has been identified within the proposed spatial development framework. This is:

The intersection of the R28 and the N12 route (N12 Treasure Route)
The land in the West Rand Agricultural Holdings (WRAH) and adjoining the N12 freeway and adjoining properties, as well as the land east of the WRAH and west of the City of Johannesburg municipal area . This area has been earmarked for mixed land uses subject to the provision of engineering services for specific uses, especially developments which has a residential component. These developments are furthermore dependent on the soil conditions and the approval from the Council for Geoscience is essential before any development component commences, and even more so for developments that has a residential component.

The strategic location of this intersection along the N12 makes this a potentially viable future activity node where concentration of business, light industry, commercial and

other types of related uses can be established. This node is seen to have development potential in the medium term and should form part of the planning for the establishment of Westonaria Borwa, which is part of the relocation of the informal settlement of Bekkersdal to the area south of the existing township of Westonaria.

E 3 FUTURE DEVELOPMENTS

The vision of the global city region and the Uni-city is one of the reasons why Westonaria Local Municipality supports the future growth in the municipal area of Westonaria to take place in the far-east corner of Westonaria Local Municipality. The development of this area would ensure that the developments (both industrial and residential) in the Soweto, Protea Glen area would not only form part, together with development in eastern area of Westonaria of the vision of the Uni-city 2016, but also be regarded as a natural extension of market demand for commercial/industrial development close to current and future work forces. In this respect the development of Westonaria Local Municipality to the east would link in with the market demand in the area for residential and industrial land. The proposed townships are:

E 3.1 Westonaria Borwa

In August 2010, Council approved a residential development of about 6300 units, bordering Westonaria to the south. The purpose of the township is to assist in the relocation of residents on the Housing Waiting List, as well as residents from the Bekkersdal Informal Settlements. The development will be done by the private land owner/developer in conjunction with the Gauteng Department of Local Government and Housing. This development would contribute to the alleviation of the housing backlog in Westonaria.

The township was originally called “Westonaria South” but in December 2010 Council approved a new township name “*Westonaria Borwa”,* the phasing of the township into seven phases, as well as street names for the first phase.

The first phase to consist of 1549 residential erven; 4 business erven; 6 institutional erven for clinics, churches and old age facilities; 1 primary school erf and 4 erven for crèches and various erven for public parks. The first phase consisting of bulk infrastructure services is planned to start in February 2011. A map of the area is attached as an annexure at the back of the document.

The main streets will be:
NELSON MANDELA DRIVE
ALBERT LUTHULI AVENUE
CHRIS HANI STREET
GOVAN MBEKI DRIVE
OLIVER TAMBO AVENUE

The other streets will be names after indigenous/fruit trees, animal/bird names and sports codes.

E 3.2 Syferfontein

A potential development of the farm Syferfontein is also being investigated by the Gauteng Department of Housing (GDOH) and a preliminary geotechnical investigation was carried out. This investigation confirmed that approximately

28 900 dwelling units could be developed in this area. Further investigations in terms of transfer of land and bulk engineering services are being carried out. The establishment of such a township is in principle supported by the Westonaria Local Municipality and the amendment to the urban edge includes this proposal. This proposed township would be able to satisfy in the current demands (back log) of Westonaria (18 000) and also provide housing for beneficiaries from other municipalities.

E.3.3 Protea West Industrial Park

A mixed use township consisting of industrial commercial, motor related uses, shops and sports facilities has been lodged with Westonaria Local Municipality. The township is an extension of similar townships on the western side of the common boundary between Johannesburg Metropolitan Municipality and Westonaria Local Municipality. The township will consist of approximately 400 ha and will provide much needed job opportunities to current and future residents of the area

A further reason for the establishment of townships in this area is that a sewer pipe line that will provide in the need of the newly established residential townships in Protea Glen and Doornkop will traverse the West Rand Agricultural Holdings (WRAH). The design thereof is done as such that the planned volumes of this network will allow future townships to be established in WRAH to link into this network. A cross-boundary agreement will have to be signed between Westonaria Local Municipality and the City of Johannesburg for the provisioning of cross-boundary service delivery to the townships in this area.

In line with the abovementioned criteria the WRAH is also earmarked for a future high density residential development on the small holdings. The current planning is that the existing roads will be retained and the layout of the residential development would fit in within this road layout.

The one issue that is hampering the development is the acquisition of land as it belongs to the City of Johannesburg and efforts to obtain an agreement to proceed with the township establishment has not yielded the expectant results.

Rural Residential / Agricultural

The Agricultural holdings of Ten Acres, Waterpan and West Rand Gardens be retained for **rural residential purposes**. Small scale intensive farming activities could also be allowed here depending on the availability of ground water resources for this purpose. Activities other than rural residential and agricultural related should not be allowed to take place within these areas.

The area of the West Rand Agricultural Holdings could be developed for non-residential and non-agricultural uses such as guest houses, wedding venues and restricted business/commercial activities. All of these developments would depend on whether it could be serviced by way of a septic tank or conservancy. No development would be supported that would require to be linked to an outfall sewerage system.

Potential future urban areas

Areas are currently being investigated for the possible establishment of residential townships and as soon as more clarity has been received on these areas, a decision would be made to include these areas in the urban edge.

Agriculture / Mining

The majority of the remainder of the northern portions of the study area should be retained for agricultural and mining activities. Most of this land is characterised by dolomitic conditions and is unsuitable for development from a geotechnical point of view. Large tracks of this land are owned by mining companies and are being used for mining operations. This area should be utilised for mining purposes as required while the remainder of the area could be utilised to accommodate agricultural and related uses. The possibility of establishing small scale intensive farming activities in support of the urban structure should be promoted.

Conservation / Mining

The southern portions of the study area are earmarked for conservation and mining activities. No further future urban development should be encouraged to take place in this area as it will be contrary to the concept of a compact urban structure. The mining activities which are currently taking place, as well as potential future activities should be accommodated in this zone. This area is also located in the zones with the highest conservation potential as indicated on Map. The areas which are not utilised for mining activities should thus be reserved for conservation purposes.

Housing

Housing, RDP and affordable, within the Westonaria Local Municipal area is at present being dealt with by Gauteng Department of Local Government and Housing.

Area Based Planning

There is an urgent need to change the approach in order to deliver far reaching, but orderly, land and agrarian reform during the next ten years and in this regard the department of Land Affairs together with municipalities, are proposing Area Based Planning (ABP) as a fundamental tool for the integration and alignment of land reform with the strategic priorities of provinces, municipalities and other sectors.

The Area Based Plans will serve as a catalyst for land related developments at a municipal level and should be aligned with plans for Local Economic Development, Sustainable Human Settlement, Agricultural and Basic Services.

This will enable the Department of Land Affairs and Westonaria Local Municipality to formulate strategies that will enable greater access to and participation in land and agrarian reform initiatives. The ABP is designed to speed up the Land and Agrarian reform programme while at the same time provide for enhanced economic development. It is thus an important tool in the delivery of key national policy objectives such as Accelerated and Shared Growth Initiative of South Africa (ASGISA).

The Department of Land Affairs (DLA) is in the process of appointing consultants to assist the DLA and Westonaria Local Municipality to formulate a land sector plan that will be the key vehicle for enhanced integrated planning and a platform for better intergovernmental relations and public participation.

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SECTION F
FINANCIAL PLANNING

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F FINANCIAL PLAN: MEDIUM TERM BUDGET POLICY STATEMENT FOR 2012/2013

F 1. INTRODUCTION

The Budget Policy Statement was informed by the 5 Year Strategic Plan of Council adopted in September 2011, the Municipal Turn Around Strategy, the IDP reflecting on the needs identified by the community and the social and economic situation within Gauteng in general and Westonaria in particular.

Municipal budgets must reflect policy priorities determined by the elected representatives.

It is essential that Council by means of the Integrated Development Planning process identify the strategic focus areas and the strategic municipal priority issues.

For the Budget 2012/13 financial year Council approved the following municipal strategic priority issues to be addressed in the budget.

- To promote integrated sustainable development
- To ensure the provision of basic services to communities
- To promote local economic and social development
- To provide a safe and healthy environment
- To provide a democratic and accountable government for local communities
- To ensure internal municipal business excellence

Operational and capital projects should address the following:

- Measurable objectives
- Functions/activities
- Outputs and targets, and
- Projected income and expenditure.

F 2. BUDGET FOR 2012/13 ADDRESSING THE CHALLENGES AHEAD

F 2.1 EXECUTIVE SUMMARY

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The Municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes to maintain sound financial stewardship.

A critical review was also undertaken of expenditures on non-core and 'nice to have' items. This has resulted in savings to the Municipality of nearly R 1 million or 0.2% percent of the current financial year's adjusted budget. Key areas where savings were realised were on telephone and internet usage, printing, workshops, conferences, accommodation, and catering.

The Municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore, the Municipality has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people lead government.

National Treasury's MFMA Circular No. 58 was used to guide the compilation of the 2012/13 MTREF.

The main challenges experienced during the compilation of the 2012/13 MTREF can be summarised as follows:

- The ongoing difficulties in the national and local economy;
- Aging and poorly maintained water, roads and electricity service infrastructure;
- The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;
- The increased cost of bulk water and Electricity Service (due to tariff increases from Rand Water and Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as there will be a point where services will no-longer be affordable;
- Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;
- Affordability of capital projects – original allocations had to be reduced and the operational expenditure associated with prior year's capital investments needed to be factored into the budget as part of the 2012/13 MTREF process; and
- Availability of affordable capital/borrowing.

The following budget principles and guidelines directly informed the compilation of the 2012/13 MTREF:

- The 2011/12 Adjustment Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2012/13 annual budget;
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk water and Electricity Service. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs;
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;

In view of the aforementioned, the following table is a consolidated overview of the proposed 2012/13 Medium-term Revenue and Expenditure Framework:

Table 15: Consolidated Overview of the 2012/13 MTREF

Description	Current Year 2011/12		2012/13 Medium Term Revenue & Expenditure Framework		
R thousands	Original	Adjustment	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Financial Performance					
Property rates	29 489	29 489	34 147	36 196	38 006
Service charges	212 563	204 239	234 859	253 648	271 403
Investment revenue	50	219	545	572	601
Transfers recognised - operational	92 288	92 288	108 261	113 674	119 358
Other own revenue	20 527	22 953	38 618	40 549	42 577
Total Revenue (excluding capital transfers and contributions)	**354 917**	**349 188**	**416 430**	**444 639**	**471 944**
Employee costs	101 901	104 249	111 775	118 482	124 406
Remuneration of councillors	10 363	8 015	8 859	9 391	9 860
Depreciation & asset impairment	4 391	4 391	7 201	7 633	8 015
Finance charges	9 974	8 014	10 866	11 518	12 094
Materials and bulk purchases	160 212	160 212	183 064	197 709	213 526
Transfers and grants	–	–	–	–	–
Other expenditure	68 071	63 176	93 192	98 784	103 723
Total Expenditure	**354 912**	**348 057**	**414 958**	**443 517**	**471 624**
Surplus/(Deficit)	4	1 130	1 472	1 122	320
Transfers recognised - capital	–	74 779	63 756	66 944	70 291
Contributions recognised - capital & contributed assets	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	4	75 910	65 228	68 066	70 611
Share of surplus/ (deficit) of associate	–	–	–	–	–
Surplus/(Deficit) for the year	4	75 910	65 228	68 066	70 611
Capital expenditure & funds sources					
Capital expenditure	93 597	63 597	79 220	87 485	91 859
Transfers recognised - capital	74 779	63 597	63 756	66 944	70 291
Public contributions & donations	–	–	–	–	–
Borrowing	18 818	–	14 140	20 541	21 568
Internally generated funds	–	–	1 324	–	–
Total sources of capital funds	93 597	63 597	79 220	87 485	91 859

Total operating revenue has grown by 19 percent or R 67.2 million for the 2012/13 financial year when compared to the 2011/12 Adjustment Budget. For the two outer years, operational revenue will increase by 6.7 and 6.1 percent respectively, equating to a total revenue growth of R 122.5 million over the MTREF when compared to the 2011/12 financial year.

Total operating expenditure for the 2012/13 financial year has been appropriated at R 414.9 million and translates into a budgeted surplus of R 1.5 million. When compared to the 2011/12 Adjustment Budget, operational expenditure has grown by 0.5 per cent in the 2012/13 budget and by 6.9 and 6.3 percent for each of the respective outer years of the MTREF. The operating surplus for the two outer years steadily increases to R6.5 million and then stabilise at R6.0 million. These surpluses will be used to fund capital expenditure and to further ensure cash backing of reserves and funds.

The capital budget of R 79.2 million for 2012/13 is 25.3 percent more when compared to the 2011/12 Adjustment Budget. The capital programme increased to R87,48 million in the 2013/14 financial year and then evens out in 2014/15 to R91.85 million. A substantial portion of the capital budget will be funded from MIG grant over MTREF with anticipated borrowings of R14.14 million in 2012/13. Borrowing will contribute 17.8, 23.4 and 23,5 percent of capital expenditure in each of the MTREF years. The balance will be funded from internally generated funds.

F 2.2 Operating Revenue Framework

For Westonaria municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that Westonaria Local Municipality is faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the Municipality's area of jurisdiction and continued economic development;
- Efficient revenue management, which aims to ensure an 88 percent annual collection rate for property rates and other key service charges;
- Electricity Service tariff increases as approved by the National Electricity Service Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increased ability to extend new services and recover costs;
- Application of Council's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

The following table is a summary of the 2012/13 MTREF (classified by main revenue source):

Table 16: Summary of revenue classified by main revenue source

Description	Current Year 2011/12		2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	Original Budget	Adjusted Budget	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Revenue By Source					
Property rates	29 489	29 489	**34 147**	36 196	38 006
Property rates - penalties & collection charges	–	–			
Service charges - electricity revenue	79 171	79 171	**95 004**	104 505	114 955
Service charges - water revenue	109 490	103 570	**118 249**	126 526	132 474
Service charges - sanitation revenue	16 503	15 892	**15 853**	16 653	17 652
Service charges - refuse revenue	7 399	5 605	**5 627**	5 964	6 322
Service charges - other	–	–			
Rental of facilities and equipment	1 650	367	**389**	409	429
Interest earned - external investments	50	219	**545**	572	600
Interest earned - outstanding debtors	9 931	12 101	**14 751**	15 489	16 263
Dividends received	–	–		–	–
Fines	4 237	2 637	**4 236**	4 448	4 670
Licences and permits	4 500	4 236	**15 600**	16 380	17 199
Agency services	–	–		–	–
Transfers recognised - operational	92 288	92 288	**108 261**	113 674	119 358
Other revenue	191	1 612	**2 869**	3 824	4 015
Gains on disposal of PPE	17	–	**900**	–	–
Total Revenue (excluding capital transfers and contributions)	**354 917**	**347 188**	**416 430**	**444 639**	**471 944**

Table 17: Percentage growth in revenue by main revenue source

Description		2012/13 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	Budget Year 2012/13	%	Budget Year +1 2013/14	%	Budget Year +2 2014/15	%
Revenue By Source							
Property rates	29 489	34 147	15.8%	36 196	6.0%	38 006	6.0%
Service charges - electricity revenue	79 171	95 004	20.0%	104 506	10.0%	114 955	10.0%
Service charges - water revenue	103 570	118 249	14.2%	126 526	7.0%	132 474	6.0%
Service charges - sanitation revenue	15 892	15 853	0.0%	16 653	6.0%	17 652	6.0%
Service charges - refuse revenue	5 605	5 627	0.0%	5 964	6.0%	6 322	6.0%
Rental of facilities and equipment	367	389	6.0%	409	5.0%	429	5.0%
Interest earned - external investments	219	545	148.9%	572	5.0%	600	5.0%
Interest earned - outstanding debtors	12 101	14 751	21.9%	15 489	5.0%	16 263	5.0%
Fines	2 637	4 238	60.7.0%	4 448	5.0%	4 670	5.0%
Licences and permits	4 236	15 600	268.2%	16 380	5.0%	17 199	5.0%
Transfers recognised – operational	92 288	108 261	17.3%	113 674	5.0%	119 358	5.0%
Other revenue	1 612	3 789	6.0%	3 824	6.0%	4015	6.0%
Gains on disposal of PPE	–	–		–		–	
Total Revenue (excluding capital transfers and contributions)	**347 188**	**416 430**	19.9%	**444 639**	6.7%	**471 944**	6.1%

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

Revenue generated from rates and services charges forms a significant percentage of the revenue basket for the Municipality. Rates and service charge revenues comprise more than two thirds of the total revenue mix. In the 2011/12 financial year, revenue from rates and services charges totalled R233,7 million or 67,3 percent. This increased to R268,9 million, R289,8 million and R309,4 million in the respective financial years of the MTREF. A stable trend is the increase in the total percentage revenue generated from rates and services charges which increases from 65,1 percent in 2013/14 to 65,5 percent in 2014/15. This growth can be mainly attributed to the increased share that the sale of Electricity Service contributes to the total revenue mix, which in turn is due to rapid increases in the Eskom tariffs for bulk Electricity Service. The above table excludes revenue foregone arising from discounts and rebates associated with the tariff policies of the Municipality.

Property rates is the second largest revenue source totalling 8,7 per cent or R34 million rand and increases to R38,0 million by 2014/15. The third largest sources is 'other revenue' which consists of various items such as income received from permits and licenses, building plan fees, connection fees, transport fees and advertisement fees. Departments have been urged to review the tariffs of these items on an annual basis to ensure they are cost reflective and market related.

Operating grants and transfers total R108,2 million in the 2012/13 financial year and steadily increases to R119,3 million by 2014/15. Note that the year-on-year growth for the 2011/12 financial year is 17,3 percent and then flattens out to 5,0 and 5,0 percent in the two outer years. The following table gives a breakdown of the various operating grants and subsidies allocated to Westonaria over the medium term:

Table 18: Operating Transfers and Grant Receipts

Description	Current Year 2011/12		2012/13 Medium Term Revenue & Expenditure Framework		
R thousand	Original Budget	Adjusted Budget	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
RECEIPTS:					
Operating Transfers and Grants					
National Government:	**89 846**	**92 846**	**108 261**	**113 674**	**119 358**
Local Government Equitable Share	87 796	87 796	98 840	106 089	113 508
EPWP Incentive			1 000	–	–
Finance Management Grant	1 250	1 250	1 250	1 250	1 450
Municipal Systems Improvement Grant	800	800	1 000	1 000	1 000
Infrastructure Skills Development Grant	–	3 000	2 600	3 000	3 400
Provincial Government:	**–**	**–**	**3 571**	**2 335**	**–**
District Municipality:	**–**	**–**	**–**	**–**	**–**
Other grant providers:	**–**	**–**	**–**	**–**	**–**
Total Operating Transfers and Grants	**89 846**	**92 846**	**108 261**	**113 674**	**119 358**

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the Municipality.

National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges as low as possible. Municipalities must justify in their budget documentation all increases in excess of the 6 per cent upper boundary of the South African Reserve Bank's inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment.

The percentage increases of both Eskom and Rand Water bulk tariffs are far beyond the mentioned inflation target. Given that these tariff increases are determined by external agencies, the impact they have on the municipality's Electricity Service and in these tariffs are largely not within the control of the Municipality. Discounting the impact of these price increases in lower consumer tariffs will erode the Municipality's future financial position and viability.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to municipalities. The basket of goods and services utilised for the calculation of the CPI consist of items such as food, petrol and medical services, whereas the cost drivers of a municipality are informed by items such as the cost of remuneration, bulk purchases of Electricity Service, water, petrol, diesel, chemicals, cement, etc. The current challenge facing the Municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions. Within this framework the Municipality has undertaken the tariff setting process relating to service charges as follows.

2.2.1 Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

National Treasury's MFMA Circular No. 51 deals, inter alia with the implementation of the Municipal Property Rates Act, with the regulations issued by the Department of Co-operative Governance and Traditional Affairs (CoGTA). These regulations came into effect on 1 July 2009 and prescribe the rate ratio for the non-residential categories, public service infrastructure and agricultural properties relative to residential properties to be 0,25:1. The implementation of these regulations was done in the previous budget process and the Property Rates Policy of the Municipality has been amended accordingly.

The following stipulations in the Property Rates Policy are highlighted:

- The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA). In addition to this rebate, a further R30 000 reduction on the market value of a property will be granted in terms of the Municipality's own Property Rates Policy;
- 0 percent rebate will be granted on all residential properties (including state owned residential properties);
- 100 percent rebate will be granted to registered indigents in terms of the Indigent Policy;
- For pensioners, physically and mentally disabled persons, a maximum/total rebate of 40 per-cent (calculated on a sliding scale) will be granted to owners of rate-able property if the total gross income of the applicant and/or his/her spouse, if any, does not to exceed the amount equal to twice the annual state pension as approved by the National Government for a financial year. In this regard the following stipulations are relevant:
    - The rate-able property concerned must be occupied only by the applicant and his/her spouse, if any, and by dependants without income;
    - The applicant must submit proof of his/her age and identity and, in the case of a physically or mentally handicapped person, proof of certification by a Medical Officer of Health, also proof of the annual income from a social pension;
    - The applicant's account must be paid in full, or if not, an arrangement to pay the debt should be in place; and

- The property must be categorized as residential.

The categories of chargeable properties for purposes of levying rates and the proposed rates for the 2012/13 financial year based on a 6 percent increase from 1 July 2012 is contained below:

Table 19 Comparison of proposed rates to levied for the 2012/13 financial year

Category	Current Tariff (1 July 2011)	Proposed tariff (from 1 July 2012)
	Cent	Cent
Residential properties	0,009	0,0095
State owned properties	0,009	0,0095
Business & Commercial	0,0168	0,0178
Agricultural	0,0168	0,0178
Vacant land	0,009	0,0095
Industrial	0,009	0,0095

2.2.2 Sale of Water and Impact of Tariff Increases

South Africa faces similar challenges with regard to water supply as it did with Electricity Service, since demand growth outstrips supply. Consequently, National Treasury is encouraging all municipalities to carefully review the level and structure of their water tariffs to ensure:

- Water tariffs are fully cost-reflective – including the cost of maintenance and renewal of purification plants, water networks and the cost associated with reticulation expansion;
- Water tariffs are structured to protect basic levels of service and ensure the provision of free water to the poorest of the poor (indigent); and
- Water tariffs are designed to encourage efficient and sustainable consumption.

In addition National Treasury has urged all municipalities to ensure that water tariff structures are cost reflective by 2014.

Better maintenance of infrastructure, new dam construction and cost-reflective tariffs will ensure that the supply challenges are managed in future to ensure sustainability. Rand Water has increased its bulk tariffs with 12.1 percent from 1 July 2012, which increase contributes to approximately 48 percent of the Municipality's water input cost.

Rand Water has undertaken a critical assessment of its capital infrastructure requirements. The assessment indicates that Rand Water's current infrastructure is unlikely to sustain its long-term ability to supply water and they had no other choice but to enter capital markets to raise R705 million for infrastructure upgrades, hence the significant increase in the bulk cost of water.

A tariff increase of 10 percent from 1 July 2012 for water is proposed. This is based on input cost assumptions of 12.1 percent increase in the cost of bulk water (Rand Water), the cost of other inputs increasing by 6 percent and a surplus generated on the water

service of a minimum 10 percent. In addition 6 kℓ water per 30-day period will again be granted free of charge to all residents.

A summary of the proposed tariffs for households (residential) and non-residential are as follows:

Table 20: Proposed Water Tariffs

CATEGORY	CURRENT TARIFFS 2011/12	PROPOSED TARIFFS 2012/13
	Rand per kℓ	Rand per kℓ
RESIDENTIAL		
(i) 0 – 6 kℓ per month	0,00	0,00
(ii) 7 – 20 kℓ per Month	8,54	9,39
(iii) 21 – 40 kℓ per Month	9,29	10,59
(iv) 41+ kℓ per Month	9,79	11,16
(v) Vacant Stand (Basic Charge)	R32,37	R35,60
NON-RESIDENTIAL		
(i) 0 – 6 kℓ per month	0,00	0,00
(ii) 7 – 20 kℓ per Month	8,54	9,39
(iii) 21 – 40 kℓ per Month	9,29	10,59
(iv) 41+ kℓ per Month	9,79	11,16
(v) Vacant Stand (Basic Charge)	R32,37	R35,60

The following table shows the impact of the proposed increases in water tariffs on the water charges for a single dwelling-house:

The tariff structure of the 2011/12 financial year has not been changed. The tariff structure is designed to charge higher levels of consumption on a higher rate, steadily increasing to a rate of R9,29 per kℓ for consumption in excess of 41 kℓ per month.

2.2.3 Sale of Electricity Service and Impact of Tariff Increases

NERSA has announced the revised bulk Electricity Service pricing structure. A 16 percent increase in the Eskom bulk Electricity Service tariff to municipalities will be effective from 1 July 2012.

Considering the Eskom increases, the consumer tariff had to be increased by 11 percent to offset the additional bulk purchase cost from 1 July 2012. Furthermore, it should be noted that given the magnitude of the tariff increase, it is expected to discourage growth in electricity
consumption, which will have a negative impact on the municipality's revenue from Electricity Service.

Registered indigents will again be granted 50 kWh per 30-day period free of charge.

The following table shows the impact of the proposed increases in Electricity Service tariffs on the water charges for domestic customers:

Table 21: Comparison between current Electricity Service charges and increases (Domestic)

Monthly consumption kWh	Current tariff R	Proposed tariff R	Percentage change
Residential			
0- 50	0,00	0,00	0%
51- 350	0,71	0,78	11%
351- 600	0,95	1,05	11%
601+	1,14	1,27	11%
Businesses			
Basic charge	1,15	1,28	11%
Energy	264,00	293,05	11%
Industrial			
Energy	0.60	0,67	11%
Demand charge	81,86/kVA	89,75	11%

It should further be noted that NERSA implemented a stepped tariff structure from 1 July 2011.

The inadequate Electricity Service bulk capacity and the impact on service delivery and development remains a challenge for the Municipality. Most of the suburbs and inner Municipality reticulation network was designed or strengthened in the early 1980's with an expected 20-25 year life-expectancy. The upgrading of the Municipality's Electricity Service network has therefore become a strategic priority, especially the substations and transmission lines.

The approved budget for the Electricity Service Section can only be utilised for certain committed upgrade projects and to strengthen critical infrastructure (e.g. substations without back-up supply).

Owing to the high increases in Eskom's bulk tariffs it is clearly not possible to fund these necessary upgrades through increases in the municipal Electricity Service tariff – as the resultant tariff increases would be unaffordable for the consumers. Other strategies for funding of the infrastructure, need to be considered. As part of the 2012/13 medium-term capital programme, funding has been allocated to Electricity Service infrastructure but these funding levels will require further investigation as part of the next budget cycle in an attempt to source more funding to ensure this risk is mitigated.

2.2.4 Sanitation and Impact of Tariff Increases

A tariff increase of 6 percent for sanitation from 1 July 2012 is proposed. This is based on the input cost assumptions related to water. It should be noted that Electricity Service costs contributes approximately 20 percent of waste water treatment input costs.

The following table compares the current and proposed tariffs:

Table 22: Comparison between current sanitation charges and increases

CATEGORY	CURRENT TARIFF	PROPOSED TARIFF	INCREASE
	R	R	%
Stand size < 3502m2	0,00	0	6,0
350- 600 m2	35,78	37,93	6,0
601- 800 m2	44,52	47,20	6,0
801- 1000 m2	48,36	51,26	6,0
1001- 1200 m2	56,64	60,04	6,0
1201- 1400 m2	63,42	67,23	6,0
1401 m2+	70,09	74,30	6,0

2.2.5 Waste Removal and Impact of Tariff Increases

It is widely accepted that the rendering of this service should at least break even, which is currently the case. The Municipality is in the process to implement a solid waste strategy (Community Based Service Delivery) to ensure that this service can be rendered in a sustainable manner over the medium to long-term. The main contributors to this deficit are repairs and maintenance on vehicles, increases in general expenditure such as petrol and diesel and the cost of remuneration.

A 6 percent increase in the waste removal tariff is proposed from 1 July 2012.

The following table compares current and proposed amounts payable from 1 July 2012:

Table 23: Comparison between current waste removal fees and increases

Waste Removal	Current Tariff	Proposed Tariff
Tariff per month or part of a month: Areas serviced by means of: (Tariff is multiplied by the number of service rounds per week and the number of containers.)	Per service (R)	Per service) (R)
Residential	48,15	51,00
Business/ Industrial	85,91	91,10
Unproclaimed townships	62,25	66,00
Bulk containers: 1x per week 2x per week 3x per week 4x per week 5x per week Per cubic meter	 417,98 657,31 1035,96 1364,05 1720,24 75,45	 443,05 696,75 1098,11 1445,90 1823,50 80,00

2.2.5 Overall impact of tariff increases on households

The impact of tariff increases on households will be R2,85 per month which is regarded as very moderate.

Table 24: MBRR Table SA14 – Household bills

GT483 Westonaria - Supporting Table SA14
Household bills

Description	2010/11	Current Year 2011/12		2012/13 Medium Term Revenue & Expenditure Framework			
Rand/cent	Audited Outcome	Original Budget	Adjusted Budget	Budget Year 2012/13 % incr.	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Monthly Account for Household - 'High Income Range'							
Rates and services charges:							
Property rates	234.07	248.11	248.11	6.0%	263.00	278.78	295.51
Electricity: Consumption	690.81	828.97	828.97	11.0%	920.15	1 012.16	1 113.38
Water: Consumption	184.59	195.67	195.67	10.0%	215.24	219.85	241.84
Sanitation	79.29	84.04	84.04	6.0%	89.08	94.43	100.10
Refuse removal	46.96	49.77	49.77	6.0%	52.76	55.92	59.28
sub-total	**1 235.72**	**1 406.56**	**1 406.56**	**9.5%**	**1 540.23**	**1 661.14**	**1 810.11**
VAT on Services	140.23	162.18	162.18		178.81	193.53	212.04
Total large household bill:	**1 375.95**	**1 568.74**	**1 568.74**	**19.6%**	**1 719.04**	**1854.67**	**2 022.15**
% increase/-decrease	**–**	**14.0%**	**–**		**9.6%**	**7.9%**	**9.0%**
Monthly Account for Household - 'Middle Range'							
Rates and services charges:							
Property rates	117.04	124.06	124.06	6.0%	131.50	139.39	147.75
Electricity: Consumption	344.02	412.83	412.83	11.0%	458.24	504.06	554.47
Water: Consumption	153.83	163.06	163.06	10.0%	179.36	197.30	217.03
Sanitation	79.29	84.04	84.04	6.0%	89.08	94.43	100.09
Refuse removal	46.96	49.77	49.77	6.0%	52.76	55.92	59.28
sub-total	**741.13**	**833.75**	**833.75**	**9.2%**	**910.94**	**991.10**	**1 078.62**
VAT on Services	87.37	99.36	99.36		127.53	119.23	130.32
Total small household bill:	**828.50**	**933.11**	**933.11**	**13.4%**	**1 057.71**	**1 110.34**	**1 208.94**
% increase/-decrease	**–**	**12.6%**	**12.6%**		**9.3%**	**6.5%**	**8.9%**
Monthly Account for Household - 'Indigent' Household receiving free basic services							
Rates and services charges:							
Property rates	–	–	–		–	–	–
Electricity: Consumption	–	–	–		–	–	–
Water: Consumption	–	–	–		–	–	–
Sanitation	–	–	–		–	–	–
Refuse removal	–	–	–		–	–	–
sub-total	**–**	**–**	**–**	**–**	**–**	**–**	**–**
VAT on Services							
Total small household bill:	**–**	**–**	**–**	**–**	**–**	**–**	**–**
% increase/-decrease	**–**	**–**	**–**		**–**	**–**	**–**

F 2.3 OPERATING EXPENDITURE FRAMEWORK

The Municipality's expenditure framework for the 2012/13 budget and MTREF is informed by the following:

- The asset renewal strategy and the repairs and maintenance plan;
- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The capital programme is aligned to the asset renewal strategy and backlog eradication plan;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- Strict adherence to the principle of *no project plan no budget*. If there is no business plan no funding allocation can be made.

The following table is a high level summary of the 2012/13 budget and MTREF (classified per main type of operating expenditure):

Table 25: Summary of operating expenditure by standard classification item

Description	Current Year 2011/12		2012/13 Medium Term Revenue & Expenditure Framework		
R thousands	Original	Adjustment	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Financial Performance					
Employee costs	101 901	104 249	111 775	118 482	124 406
Remuneration of councillors	10 363	8 015	8 859	9 391	9 860
Depreciation & asset impairment	4 391	4 391	7 201	7 633	8 015
Finance charges	9 974	8 014	10 866	11 518	12 094
Materials and bulk purchases	160 212	160 212	183 064	197 709	213 526
Transfers and grants	–	–	–	–	–
Other expenditure	68 071	63 176	93 192	98 784	103 723
Total Expenditure	**354 912**	**348 057**	**414 958**	**443 517**	**471 624**

The budgeted allocation for employee related costs for the 2012/13 financial year totals R111,7 million, which equals 28.9 percent of the total operating expenditure. Based MFMA circular 58 salary increases have been factored into this budget at a percentage increase of 5 percent for the 2012/13 financial year. An annual increase of 5.5 per cent has been included in the two outer years of the MTREF. The budget was also informed by the Municipality's new organisational structure which was approved by Council in December 2011. The Municipality's cost reprioritization and cash management also informed the budget process with regard to the filling of only critical vacant positions.

The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in

this regard has been taken into account in compiling the municipal budget. The guideline increase for 2012/13 is 5%

The provision of debt impairment was determined based on an annual collection rate of 88 % and the Debt Write-off Policy of the Municipality.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Note that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. National Treasury has examined the budgeting and accounting treatment of depreciation resulting from the application of the 'revaluation model' to assets in terms of GRAP 17 and determined that including such depreciation in the Budget Statements of Financial Performance artificially inflates the municipalities actual depreciation and distorts the surplus/(deficit) calculation. "Therefore municipalities that have chosen the 'revaluation model' when implementing GRAP 17 must exclude the depreciation resulting from the revaluation of Property, Plan and Equipment (PPE) when preparing their budgets and calculating any tariff increases."

Finance charges consist primarily of the repayment of interest on long-term borrowing (cost of capital). Finance charges make up 2.6 percent (10.8 million) of operating expenditure.

Bulk purchases are directly informed by the purchase of Electricity Service from Eskom and water from Rand Water. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditures include distribution losses. The total provision for 2012/13 amounts to R183,0 million.

The following table gives a breakdown of the main expenditure categories for the 2012/13 financial year.

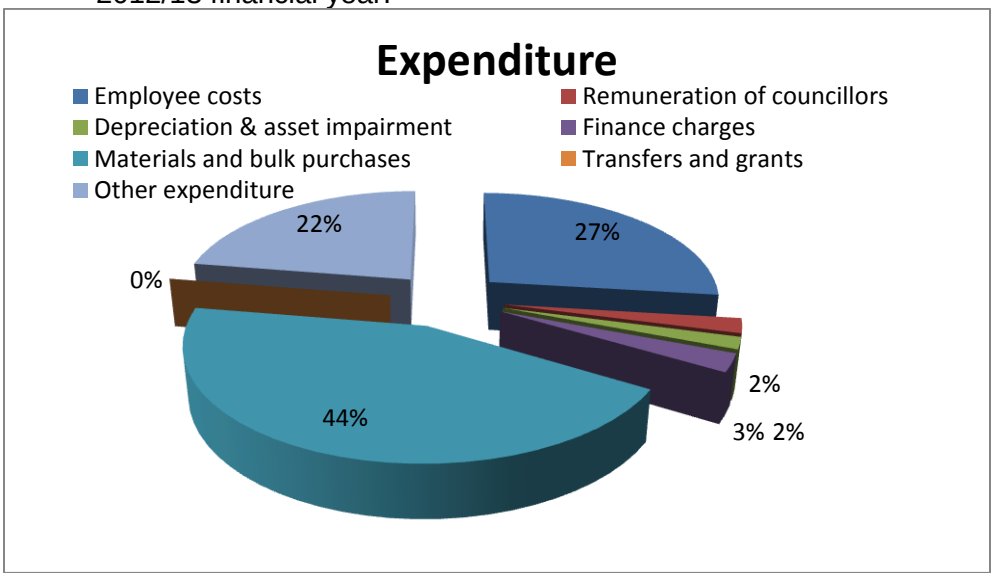


Figure 1 Main operational expenditure categories for the 2012/13 financial year

2.3.1 Priority given to repairs and maintenance

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2012/13 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services.

2.3.2 Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy. The indigent registration process started in the 2011/12 financial year and this process will be reviewed annually.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the Annual Division of Revenue Act (DORA).

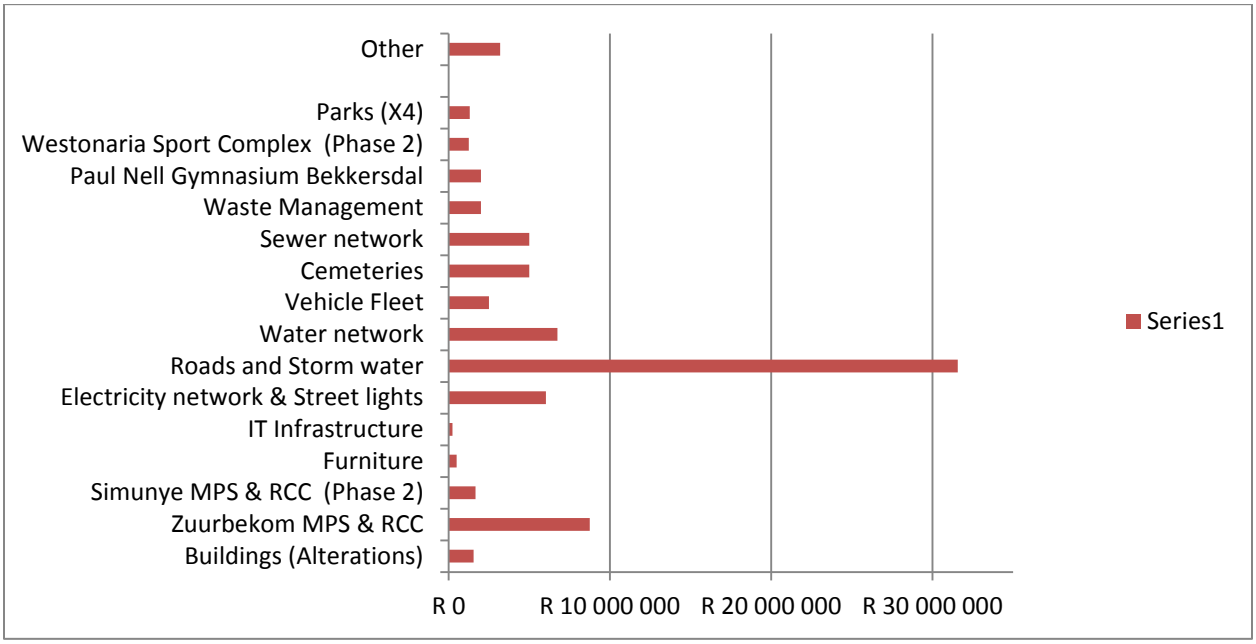
F 2.4 CAPITAL EXPENDITURE

The following table provides a breakdown of budgeted capital expenditure by vote.
For 2012/13 an amount of R79.2 million has been appropriated for the total capital budget. Total new assets represent 54.6 percent or R43,2million of the total capital budget while asset renewal equates to 45.4 percent or R36million. Further detail relating to asset classes and proposed capital expenditure is contained in Tables A5, A5A and A9 (Asset Management).

Summary: Capital Budget

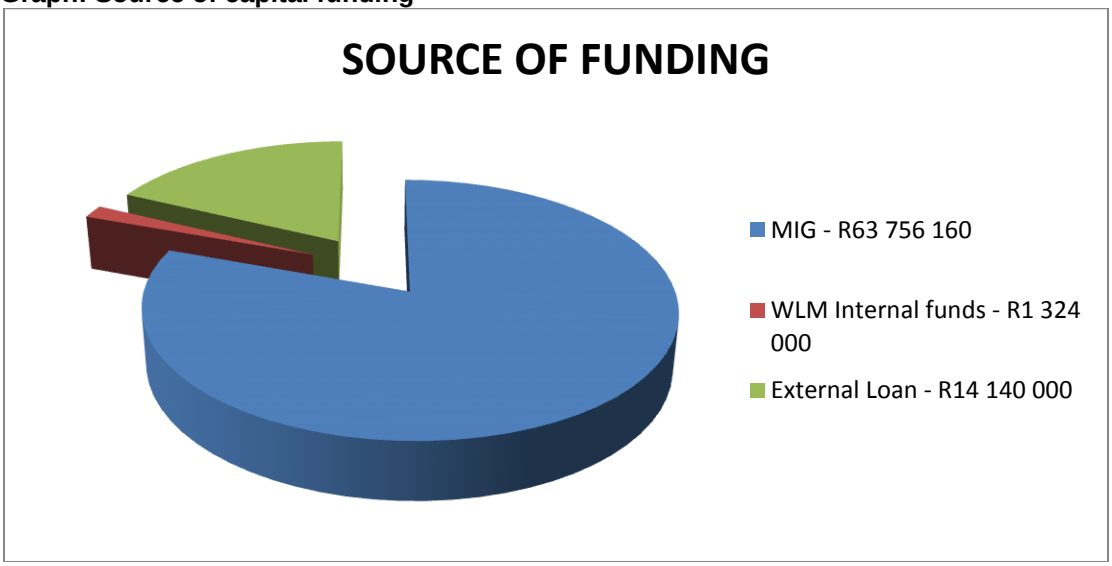
	Budget 2012/13
Corporate Services	R 4 884 000
Finance	R 200 000
Community Services	R 22 311 861
Infrastructure Services	R 51 824 299
	R 79 220 160
	Source of Funding
MIG	R 63 756 160
WLM Internal funds	R 1 324 000
External Loan	R 14 140 000
	R 79 220 160

The following graph provides a breakdown of the capital budget to be spent on infrastructure related projects over the MTREF.



The following graph provides a breakdown of the source of capital funding.

Graph: Source of capital funding



F 2.5 Future operational cost of new infrastructure

The future operational costs and revenues associated with the capital programme totals R2,3 million in 2012/13 and escalates to R2.7 million by 2014/15.

F 3. MUNICIPAL BUDGET AND REPORTING

The Municipal Budget and Reporting Regulations are designed to achieve a range of objectives, including improving the local government sphere's ability to deliver basic services by facilitating improved financial sustainability and better medium planning and policy choices on service delivery.

By 1 July 2010, Westonaria Local Municipality had to fully comply with these Regulations. Currently Council to comply with the following provisions:

- Establishment of a Budget Steering Committee
- Funds created in terms of section 12 of the Act
- Approval of Capital projects
- Timeframes for tabling adjustment budgets
- Non- compliance with time provisions
- Framework for unforeseen and unavoidable expenditure
- Unauthorised, irregular or fruitless and wasteful expenditure.

F 3.1 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

In terms of Section 79 of the Municipal Structures Act, Act No 117 of 1998, the Municipal Public Accounts Committee (MPAC) is to be established to improve governance and management of public funds within Westonaria Local Municipality.

MPAC was established and structured according to the political composition of Council to consist of the following members, excluding full time Councillors. They are:

Cllr N Dyase (Ms) Chairperson -	ANC
Cllr V Lwabi (Ms)q	ANC
Cllr D Mampe	ANC
Cllr M Jokazi	ANC
Cllr M Mthimkhulu	IFP
Cllr P de Jager.	DA
Cllr C Seitheiso (Ms)	AZAPO

MPAC met in March 2012 to discuss the Annual Report of 2010/11 and is to submit the Oversight Report to Council by March 2012.

F 3.2 BUDGET STEERING COMMITTEE

The Executive Mayor of Westonaria Local Municipality established a Budget Steering Committee to provide technical support to her in discharging the responsibilities as set out in section 53 of the Municipal Finance Management Act (MFMA), Act No 56 of 2003, to deal with the budget process and related matters.

The Budget Steering Committee was established on 29 February 2012 and consists of the following people:

- Chairperson of the Finance Portfolio Committee
- Municipal Manager
- Chief Finance Officer

- Senior Managers responsible for at least three largest votes
- Manager responsible for Budgeting
- Manager responsible for the IDP
- Any technical experts on infrastructure.

The Budget Steering Committee assisted in preparing the Budget for 2012/13 financial and provided technical support to the Executive Mayor in executing the responsibilities as required.

F 3.3 AUDIT COMMITTEE

The Audit Committee comprises of 14 (fourteen) members with 5 (five) independent members. Currently three vacancies are experienced. The vacancies have not been filled due to the feasibility study that was undertaken to have one Audit Committee and one Internal Audit unit for the West Rand Working towards Vision 2016.

Audit Committee meetings are chaired by an independent member.

The members are:

Name	Representative from	Appointment	Gender
Ms Regina Letsie - Chairperson	Teba Bank	May 2008	Female
Mr S Essakjee	South Deep Gold Mine	August 2009	Male
Mr Ashley Walbrugh **Resigned** 24 January 2012	Rand Uranium	February 2010	Male

Other Members serving:
Municipal Manager
Chief Finance Officer
Manager: Internal Audit
Snr Internal Audit Officer
Representatives from the Office of the Auditor-General
Representatives from Gauteng Treasury.
Representatives from the Gauteng Department of Local Government and Housing

The term of office of the Audit Committee members came to an end in September 2009. Council at its meeting held in August 2009 resolved to extend the term of office of the members to September 2012 to retain the skills and expertise.

Matters considered

Westonaria Local Municipality received unqualified audit reports for the 2007/08 and 2008/09 financial years. For 2009/10 an unqualified audit was received with four matters of emphasis. An unqualified report was received from the Office of the Auditor General towards the 2010/11 financial year which is commendable. Without qualifying the audit opinion of 2010/11 the Auditor-General named three matters of emphasis to be addressed namely:

2010/11 Financial Year

- ***Restatement of corresponding figures***. An error was discovered during the 2011 financial statements deriving from the financial statements of 30 June 2010.

- ***Funding of operations / going concern***. Although the financial statements were prepared on a going concern basis, there are a number of indicators that the financial sustainability is under threat.

- ***Material Losses***. Significant water losses of R15, 4 mil and electricity losses to the value of R16, 57mil occurred.

Management indicated corrective measures to be put in place to address the said matters. These measures will be audited to ensure compliance.

Financial position of Westonaria

The financial position of Westonaria Local Municipality is still not on sound footing. The Audit Committee expressed an opinion that dramatic improvement in the payment of debts are to be undertaken enabling Council to move forward.

The Audit Committee urged Council to take immediate lasting steps to turn this situation around and ensure that the consumers pay for the services rendered or have those services suspended till payment or payment arrangements are made.

During the 2010/11 financial year Council appointed a service provider UMS to do debt collection and establish and maintain an indigent register. Council also joined the “War on Leaks” campaign to fix leaks and create an awareness of the importance of saving water. The installation of pre-paid water meters is another endeavour to improve the cash flow situation of Council.

F.4.3 PROPOSED VERTICAL DIVISION OF FUNDS AS COMPARED TO BY THE MIG REQUIREMENTS (DRAFT)

CoGTA Division of Revenue - MTEF									
2005/2006, 2006/2007, 2007/2008, 2008/2009, 2009/2010, 2010/2011, 2011/2012, 2012/2013, 2013/2014, 2014/2015									
Westonaria Local Municipality									
Allocation	R 54 184 000.00		R 65 728 000.00		R 69 336 000.00		R 73 345 000.00		MIG Guide 100%
CATEGORIES	2011/12 (Actual %)	2011/12 (Actual R)	2012/13 (Planned %)	2012/13 (Planned R)	2013/14 (Planned %)	2013/14 (Planned R)	2014/15 (Planned %)	2014/15 (Planned R)	
B-BASIC RESIDENTIAL SERVICES *Subdivision of 70% listed below:*	82.1	R 44 464 922.48	73	R 47 737 237.98	70	R 48 409 552.75	57	R 41 764 303.26	70%
Water	11	R 5 737 237.98	10	R 6 737 237.98	5	R 3 663 411.67	5	R 4 000 000.00	
Sanitation	37	R 20 058 960.64	8	R 5 000 000.00	17	R 11 517 283.54	14	R 10 190 610.94	
Roads & Storm water	24	R 13 052 176.81	46	R 30 500 000.00	38	R 26 680 519.74	38	R 27 573 692.32	
Solid Waste (disposal, transfer & processing)	10	R 5 616 547.05	2	R 1 000 000.00	6	R 4 446 669.40	0	R -	
Health (Clinic)	0	R -	7	R 4 500 000.00	3	R 2 101 668.40	0	R -	
P-PUBLIC MUNICIPAL SERVICES *Subdivision of 15.87% listed below:*	6.6	R 3 556 969.52	10	R 6 607 061.41	10	R 6 885 540.00	3	R 1 957 434.98	5%
Cemeteries and Mortuaries	4	R 1 974 067.69	8	R 5 000 000.00	8	R 5 788 790.00	0	R -	
Taxi Rank	3	R 1 582 901.83	1	R 582 901.83	2	R 1 096 750.00	3	R 1 957 434.98	
Municipal Building	0	R -	0	R -	0	R -	0	R -	
Street Lights			2	R 1 024 159.58	0	R -	0	R -	
E-SOCIAL INSTITUTIONS & MICRO ENTERPRISE *Subdivision of 9.13% listed below:*	7.7	R 4 157 300.00	14	R 9 411 860.61	17	R 11 960 827.25	37	R 27 422 911.76	15%
Parks	0	R -	1	R 500 000.00	0	R -	0	R -	
Sport Complexes (MPS&RCC)	8	R 4 157 300.00	14	R 8 911 860.61	17	R 11 960 827.25	37	R 27 422 911.76	
Arts & Culture (MPCC)	0	R -	0	R -	0	R -	0	R -	
N-NODAL MUNICIPALITIES *Subdivision of 0% listed below:*	0	R 0.00	0	R 0.00	0	R 0.00	0	R 0.00	5%
SUB-TOTAL	96.3	R 52 179 192.00	97	R 63 756 160.00	97	R 67 255 920.00	97	R 71 144 650.00	95%
PMU Management & Admin (max of 5%)	3.7	R 2 004 808.00	3.0	R 1 971 840.00	3	R 2 080 080.00	3	R 2 200 350.00	5%
TOTAL	100	R 54 184 000.00	100	R 65 728 000.00	100	R 69 336 000.00	100	R 73 345 000.00	100%

SECTION G
DISASTER MANAGEMENT

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G DISASTER MANAGEMENT

G 1 LETTER OF PROMULGATION

The Disaster Management Act, 2002, assigns the Disaster Management function and accountability to category A and C municipalities, and by implication, the WRDM is regarded as a Disaster Management Centre.

The Act determines the following obligations of municipalities:

"Disaster management plans for municipal areas

44.(1) Each metropolitan and each district municipality must prepare a Disaster Management Plan for its area according to the circumstances prevailing in the area.

(2) A Disaster Management Plan for a municipal area must –

(a) form an integral part of the municipality's integrated development plan;
(b) anticipate the types of disaster that might occur in the area and their possible effects;
(c) identify the communities at risk;
(d) provide for appropriate prevention and mitigation strategies;
(e) identify and address weaknesses in capacity to deal with possible disasters;
(f) facilitate maximum emergency preparedness; and
(g) contain contingency plans and emergency procedures in the event of a disaster, providing for –
(i) the allocation of responsibilities to the various role players and co-ordination in the carrying out of those responsibilities;
(ii) prompt disaster response and relief;
(iii) the procurement of essential goods and the provisioning of essential services;
(iv) the establishment of strategic communication links;
(v) the dissemination of information; and
(vi) other matters that may be prescribed.

(3) A district municipality must prepare its disaster management office after consultation with the local municipalities within its area.

(4) A municipality must submit a copy of its disaster management plan, and any amendment to the plan, to the Centre."

G 2 EXECUTIVE SUMMARY: THE DISASTER MANAGEMENT PLAN

G 2.1 Introduction

The objective of a Disaster Management Plan is to provide for an integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigation the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery.

The Disaster Management Plan is also meant to set out the roles and responsibilities with regard to disaster management of each line management within the Local Municipality in accordance with the provisions of the Disaster Management Act (Act 52 of 2002). In terms of this Act, each municipal entity must prepare a Disaster Management Plan which is a reactive plan that addresses the following critical questions:

- What will we do when disaster strikes?
- What resources do we have?
- How will the gaps be filled?

G 2.2 Municipal Mitigation Monitoring Task Teams (MMMTT)

In order to effectively implement its Disaster management Plan, it is expected that the municipality should establish a Municipal Mitigation Monitoring Task Team (MMMTT).

The Municipality is also required to establish an Advisory Forum which should work hand in hand with the MMMTT in order to ensure that the Disaster Management Plan of the municipality becomes a living document addressing the needs of the local community.

In order for the District and Metropolitan Disaster Management Centres to meet the envisaged legal obligations as alluded to above, Municipal Mitigation Monitoring Task Team, must be established within a municipality.

Compilation of MMMTT's

1. Each MMMTT'S must be representative of all functional units within municipality.
2. Each functional unit within the municipality must delegate responsibility to an identified employee within its senior middle management level to serve in the MMMTT.
3. The MMMTT must regularly assess the progress made with the reduction of identified risks and vulnerability within the area of jurisdiction of the local municipality.
4. The assigned Disaster Management Officer of the Category A & C Municipalities will convene and chair the MMMTT.

Activities of the MMMTT

1. Each MMMTT must regularly assess the progress made with the reduction if identified risks and vulnerability as contained in the official risk and vulnerability assessment forming part of the IDP of the municipality.
2. The MMMTT must consider and recommend mitigation measures pertaining to risk and vulnerability reduction.
3. All activities of the MMMTT must be properly minute and such reports must be submitted to the assigned Disaster Management Officer of the municipality and Head of the centre.
4. Scheduled meetings of the MMMTT must be held on a monthly basis.
5. All reports of the MMMTT shall be regarded as confidential.
6. Consolidated MMMTT reports shall be submitted to the Section 80 Public Safety Portfolio Committee and Municipality Manager of each Municipality.
7. Consolidated MMMTT reports shall be submitted to the Provincial Disaster Management Centre and National Disaster Management Centre on a quarterly basis.

G 2 3 Municipal Mitigation Monitoring Task Team Terms Of Reference

Statutory Background

Section 47 (1) of the Disaster Management Act 57 of 2002, inter alia requires the following-

*'A municipal management centre, to the extent that it has the capacity, **must** give guidance to organs of state, the private sector, non-government organizations, communities and individuals in the municipal area to assess and prevent or reduce the risk of disasters, including-*

(a) ways and means of-
(i) determining levels of risk:
(ii) assessing the vulnerability of communities and households to disaster that may occur;
(iii) increasing the capacity of communities and households to minimize the risk and impact of disaster that may occur; and
(iv) monitoring the likelihood of, and the state of alertness to disaster that may occur;
(b) the development and implementation of appropriate prevention and mitigation methodologies;
(c) the integration of prevention and mitigation methodologies with development plans, programmes and initiatives; and
(d) the management of high-risk development.'

Section 47 (2) of the Disaster Management Act 57 of 2002 provides for the following-
'*A municipal disaster management centre must promote formal and informal initiatives that encourage risk-avoidance behaviour by organs of state, the private sector, non- government organization, communities, household and individuals in the municipal area.'*

Monitoring, measuring performance and evaluating management plans and prevention, mitigation and response initiatives

Section 48 (1) of the Disaster Management Act 57 of 2002, inter alia requires the
Following-

'A municipal disaster management centre ***must-***

(a) monitor-
- *(i) progress with the preparation and regular updating in terms of sections 52 and 53 of disaster management plans and strategies by municipal organs of state involved in disaster management in the municipal area;*
- *(ii) formal and informal prevention, mitigation and response initiatives by municipal organs of state, the private sector, non-government organizations and communities in the municipal area, including the integration of these initiatives with development plans; and*
- *(iii) the compliance in the municipal area with key performance indicators envisaged by section 7(2) (m); and*

(b) from time to time, measure performance and evaluate such progress and initiatives.'

G 3 . COMPOSITION OF ADVISORY COMMITTEE

The Commanding Officer (Coordinator) at the Public Safety Unit of Westonaria Local Municipality chairs the meetings. Other members are:

- A Senior Representative or secundus from WLM Municipal Manager's Office*
- A Senior Representative or secundus from Community Services Department
- A Senior Representative or secundus from Public Safety Section
- A Senior Representative or secundus from Water Services Authority Section*
- A Senior Representative or secundus from Environmental Health Section
- A Senior Representative or secundus from Roads and Storm Water
- Designated person from Provincial Disaster Management component*
- Designated person from WRDM
-

All above marked* must have been designated by the Executive Mayor in terms of Section 51(1) b of the Act. Members could be co-opted to be permanent from Heads of Departments Cluster.

The following should also be co-opted into the Forum:

- Organized Commerce and Industry
- Organised Labour Municipality
- Relevant recognized Community Based Organisations (CBO's)
- The Insurance Industry in the Municipality

- Religious and Welfare Organizations operating within the area of the Municipality
- The Medical Sector – Hospitals in the Municipality's area
- Instructions of Higher Education
- Social Welfare and Development
- Home Affairs
- Institutions with scientific and technological expertise
- Other relevant non-governmental organizations and relief agencies in the Municipal area.
- Experts in Disaster Management designated by the Executive Mayor.
- Government Agencies such as South African Police Services and South African National Defence Force.

RECOMMENDED ADMINISTRATIVE PROCESS

- To ensure that the minutes are finalised and circulated within 10 working days after the meeting was held.
- To ensure that at least a 7 working days notice is given to members, with the Agenda circulated.
- To ensure that regular Disaster Management meetings are held
- Special or extra-ordinary meetings may be called by the Chairperson of the Forum on written request by a quarter of the membership of the Forum. Good reasons have to be provided /given for such meetings to be held.

G 4 CONTACT DETAILS OF PERSONNEL IN KEY POSITIONS:

Senior members of staff are expected to play a leading role in the actual implementation of the Disaster Management Plan of the municipality. The contact details of these individuals must also be included in the plan to ensure that ordinary members of the community have an idea as to who they should call in the event of a disaster.

The Contact Details of Senior Managers are Included as Follows in The Plan:

NAME	DESIGNATION	TEL NO
Mr. T Ndlovu	Municipal Manager	011-278- 3000
Ms S Maqhubu	EM: Corporate Services	011-278-3026
Mr M van Brakel	Chief Financial Officer	011-278-3000
Mr Mpoti Machaba	EM: Infrastructure Services	011-753-1953
Ms Tokky Morolo	EM: Community Services	011-278-3017
Mr. Ben van Niekerk	Manager: Legal & Property	011-278-3070
Ms Marie Engelbrecht	Manager: Administration	011-278-3024
Mr. J Matlhabe	Act. Manager: Human Resources	011-278-3026
Mr. Tommie du Toit	Manager: Expenditure, Procurement & Stores	011-278-3051

NAME	DESIGNATION	TEL NO
Mr. Henk Botha	Manager: Revenue, Credit Control & Debt Collection	011-278-3063
Ms Rennet Killian	Manager: Financial Planning	011-278-3055
Ms Elize Botha	Manager: Internal Audit	011-278-3121
Mr. Themba Kase	Manager: Roads & Storm water	011-278-3230
Mr Moses Mokwana	Manager: Waste Management, Parks & Cemeteries	011-278-3087
Mr. Frazer Quinn	Manager: Electromechanical	011-753-2790
Mr Lourens Erasmus	Act Manager: Water Services Authority	011-278-3016
Mr, D Sithole	Act Manager: Human Settlement	011-753-1953
Mr. Mokete Lethetsa	Manager: Public Safety	011-278-3040
	Assistant Director: Provincial Health (seconded)	011-278-3000
Mr. Jimmy Mokgosi	Manager: Social Development	011-278-3106
Mr. Gawie Viljoen	Environmental Health Practitioner	011-278-3142

G 5. DEPARTMENTAL DISASTER MANAGEMENT PLANS

Each department has had an opportunity to develop its own departmental and section specific plans which when put together constitute the main Disaster Management Plan of the Municipality.

G 6. PUBLIC PARTICIPATION

The critical aspect of a Disaster Management Plan is that it must be responsive to the needs of the local community, meaning that it must accurately and effectively address the real needs of the targeted community.

The only way that this objective can be realised is through the active participation of the members of the targeted community in its development. It is pointless and a sheer waste of resources for the municipality to develop a Disaster Management Plan aimed at a particular community without the involvement of the members of the same community in its development.

The process of community participating was followed to the letter in the development and drafting of this plan. This process is set to continue in the future because a Disaster Management Plan has to be reviewed on an annual basis as part of the IDP review process.

G 7. CONCLUSION

As mentioned above, the Disaster Management Plan is a dynamic document which is flexible, meaning it can be reviewed regularly in order to be relevant and address the current circumstances. This also means that it has to make provision

for regular interaction with in particular vulnerable members of the community by way of presenting different safety awareness training programmes to them.

The aim of these training programmes will be to capacitate and empower those vulnerable members of the community in what to do to prevent possible disasters, and also what to do in the event of a disaster.

The WLM Disaster Management Plan was approved by Council last year (2009) but needs to be reviewed as circumstances have changed from what they were last year. This review process is going to take place in the form of a Public Participation Process. This is going to be done as part of the current Public Participation Process under way.

Challenges

The MMMTT has not been functioning as well as was expected which may necessitate the need for Council to consider the employment of a dedicated Disaster Management Officer who will ensure that Disaster Management becomes a daily business of Council like all other Council responsibilities.

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PERFORMANCE MANAGEMENT

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H PERFORMANCE MANAGEMENT

H 1 INTRODUCTION

H 1.1 Policy Background

The policy was developed with the following legislative background:

- Constitution 1996 (Section 152)
- Municipal System Act, Act 32 of 2000 (Chapter 6)
- White Paper on Local Government (1998)
- White Paper on Service Delivery (Batho Pele) 1998
- Performance Management Regulations Guidelines 2001 (Chapter 3)
- Performance Management Regulations Guidelines 2006
- Turn Around Strategy.
- Westonaria Strategic Session – September 2011

H 1.2 Key Concepts

Performance Management System (PMS)

A strategic approach which provides a set of tools and techniques to regularly plan, monitor, measure and review performance of the organisation and individuals.

Performance management is a system that is used to make sure that all parts of the municipality work together to achieve the goals and targets that are set.

Organisational Performance Management

Organisational Performance Management is concerned with the overall performance of the Municipality/ Organisation in relation to giving effect to the IDP (Macro Dynamics).

Individual Performance Management

Linked to the Organisational Performance Management System are the individuals who contribute to the success or failure of the Municipality/ Organisation. Each individual receive performance objectives, targets and standards that are linked to objectives of his/her Unit, Department and Municipality.

Integrated Development Plan (IDP)

The Integrated Development Plan is the clearly defining 5-year Strategic Plan of a Municipality.

Key Performance Area (KPA)

Key Performance Areas are key areas of responsibility.

Objective

Objective is a statement about what a service wants to achieve.

Key Performance Indicators (KPI)

The Key Performance Indicators (KPI) measures (qualitative or quantitative) informing us whether we are making progress towards achieving our objectives.

Input Indicators

Input indicators measure resources economy and efficiency.

Output Indicators

Output indicators measure whether a set of activities yielded the desired results or products/service.

Outcome Indicators

Outcome indicators measure the broader results achieved through the provision of goods and services (impact).

Target

Targets are the level of performance (or desired state of progress) of the indicator that is intended to be achieved by a specified time period.

Baseline Indicator

Baseline indicators reflects the value (or status quo) of the indicator before the start of the programme or prior to the period over which performance is to be monitored and reviewed.

Benchmarking

Benchmarking refers to a process whereby an organisation of a similar nature, use each other's performance standards as a collective standard against which to measure their own performance.

H 1.3 Delegations, Responsibilities and Internal Institutional Arrangements

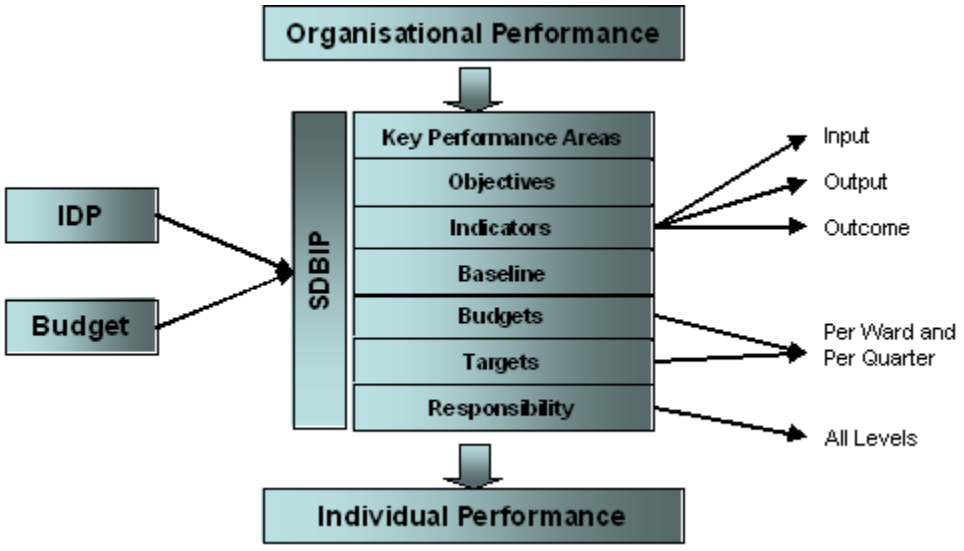
Councillors	
Party	**Responsiblity**
Executive /Mayor	Facilitates development of long term Vision, IDP and PMS.
Executive Committee / Mayoral Committee	• Provides strategic direction and manage development of IDP.
Standing / Portfolio Committee	• Manages the implementation of strategy. • Reviews and monitors the implementation of IDP.
Council	• Adapts PM framework and approves the IDP. • Monitors Performance.
Stakeholders	
Municipal Manager	• Ensures implementation of IDP & PMS. • Communicates with Mayor and Management Team.
Management Team	• Manages Departmental Business Plan/s and Performance.
Line Managers	• Implement the business plans and monitor progress of Individual performance plans
Employees	• Execute individual performance plans
Internal Audit	• Assess functionality and legal compliance of the Performance Management System.

Party	Responsiblity
Community	• Informs the identification of priorities. • Public/ Community Involvement.
Other Partners	
Auditor General	• Ensure legal compliance.
Performance/Audit Committee	• Independent audit on legal compliance
National Treasury	• Prescribe relevant legislation. • Provide PMS advice and guidance. • Evaluate PMS
Department of Local Government and Housing (DLG & H)	• Support the implementation of PMS
South African Local Government Association (SALGA)	• Facilitates compliance to PMS requirements. • Provides advice. • Supports municipalities to implement PMS.

H 2 THE PERFORMANCE MANAGEMENT SYSTEM AND PROCESS

H 2.1 Planning for Performance

In terms of the process of planning the Council will develop a Service Delivery and Budget Implementation Plan.



H 2.2 Key Performance Areas (KPA's):

KPA's are transferred directly from the IDP to Service Delivery and Budget Implementation Plan.

Performance Assessment to be used in the IDP and PMS system are defined as:

Basic Service Delivery
Municipal Institutional Development and Transformation
Local Economic Development (LED)
Municipal Financial Viability and Management
Good Governance and Public Participation

H 2.3 Setting Objectives:

For each of the KPA's in the IDP, the council need to set objectives to be met within the period of the IDP

The key objectives describe the main tasks that need to be done.

Objectives set in terms of the KPA's need to be ***outcome*** and ***impact*** focused.

H 2.4 Setting Key Performance Indicators (KPI's)

The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.

Input, Output and Outcome indicators must be set for each objective

Indicators must be:

- Measurable - Tangible and easy to calculate.
- Simple - Measure one dimension of performance at a time – quality, quantity, efficiency, effectiveness or impact).
- Precise - Only measure those dimensions intended to measure
- Relevant - Measure performance for only the year in question: 1-year. Measure only dimensions that enable municipality to gage progress on objectives
- Objective - State clearly what is to be measured without ambiguity.

The National Indicators as announced by the minister must be included

National Indicators	
1	The Percentage of households with access to basic level of water, sanitation, electricity and solid waste removal.
2	The percentage of households earning less than R1 100 per month with access to free basic services
3	The percentage of a Municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the Municipality's IDP.
4	The number of jobs created through the Municipality's local economic development initiatives including capital projects
5	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan.
6	The percentage of a municipality's budget actually spent on implementing its workplace skills plan

7	Debt coverage = (Total Operating revenue received – Operating Grants) / Debt service payments due in the financial year, (i.e. interest +redemption)
	Outstanding service debtors to revenue = Total outstanding debtors to revenue / Annual revenue actually received for services
	Cost Coverage = All available cash at a particular time + Investments / Monthly fixed operating expenditure

H 2.5 Baseline Indicators

These are indicators that show the status quo or the current situation. They may indicate the level of poverty, service, infrastructure and so forth. They are usually utilised in the planning phase to indicate the challenges the organisation is faced with. They are important, since organisations use them to assess whether programmes are indeed changing the situation.

H 2.6 Setting Performance Targets

Targets need to be realistic, measurable and should correspond with available resources and capacity.

The target dates describe the timeframe in which the work must be achieved.

H 2.7 Assigning Responsibility

Responsibility for execution of the Service Delivery and Budget Implementation Plan is assigned per:

- Department
- Division
- Individual (Designations directly from organigram of relevant Division and/or role players).

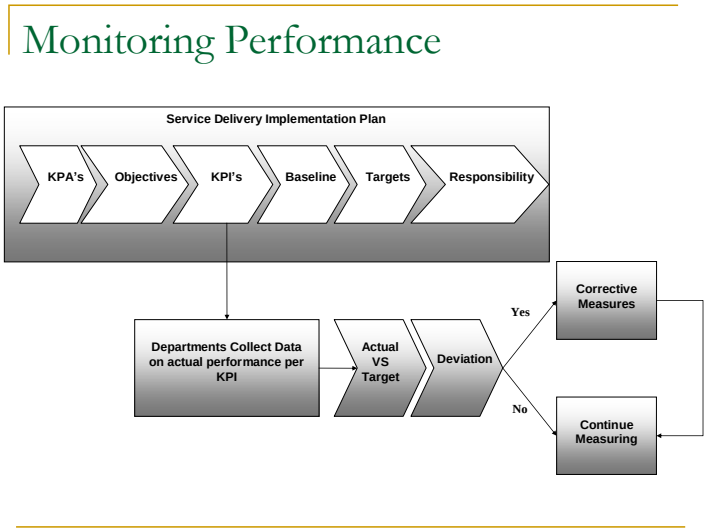
H 2.8 Linking the process to the budget

H 2.9 Indicators and strategies developed will inform the budget.

H 2.10 Budget allocations

Budget allocations and means of funding of strategies developed under the IDP process, will be developed by the council and integrated into the normal budgeting process of the council.

H 3 MONITORING PERFORMANCE



Performance Monitoring is a continuous process that runs parallel to the implementation of the IDP. It is important to determine:

- What data must be collected in order to assess performance?
- How that data is going to be collected, stored, verified and analysed.
- How does current performance compare with performance during previous financial years and baseline indicators?

Each Department / Unit / Individual has the responsibility to collect relevant data/ statistics to support the Monitoring Process.

Evidence of performance has to be gathered and presented to substantiate claims of meeting (or not meeting) performance standards.

H 3.1 Measuring Performance

Performance Measurement is essentially the process of analysing the data provided by the Performance Monitoring System in order to assess performance.

At organisational level, Performance Measurement is formally executed on a monthly basis

Performance Measurement on individual level is done quarterly.

H 3.2 Reviewing Performance

Performance Review is a process where the organisation, after measuring its own performance, assesses whether it is giving effect to the IDP.

Performance review is done quarterly and annually.

H 3.3 Reporting on Performance

FREQUENCY AND NATURE OF REPORT	SOURCES OF INFORMATION	RECIPIENTS
Monthly Performance Report	• Outcome of Performance Management meetings; statistics, surveys and other sources	• Executive Management Team; Executive Managers; Managers plus individuals for performance assessment; Internal Audit
Quarterly Performance Progress Report	• Consolidated Performance Reports including financials • Overview on Status of National KPI's • Management Action Plan on Matters of Emphasis arising from Auditor-General's Report	• Mayor/ Executive Mayor • Top Management Team/ MM • Audit Committee • Internal Audit
Mid-Year Performance Assessment (assessment and report due by 25 January each year)	• Consolidation of Performance Reports for six months period • Financial Statements • Review to past year's annual report • Other documentation / information prescribed by legislation	• Top Management Team/ MM • Internal Audit • Mayor/ Executive Mayor • Audit Committee • National Treasury • Provincial Treasury
Annual Report (to be tabled before Council by 31 January (draft) and approved / published by 31 March each year)	• Municipal Manager • Executive /Mayor • All Executive Managers and Managers on Performance for 12 months to date • Audited Financial Statements • Documentation / information prescribed by legislation: A-Gs report/ findings; Audit Committee Report	• Mayor/Executive Mayor • Council • Audit Committee • Auditor-General • Provincial Treasury • Provincial Directorate of LG • Local Community

H 3.4 Auditing and Quality Control

All auditing should comply with Section 14 of the Municipal Planning and Performance Management Regulations (2001).

Auditing of performance reports must be conducted by the Internal Audit structure prior to submission to the Municipality's External Audit Committee and Auditor-General.

The Executive/ Mayoral Committee or Audit Committee should be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis.

The municipality's Internal Audit function will need to be continuously involved in auditing the performance reports. As required by the regulations, they will be required to produce an audit report on a quarterly basis, to be submitted to the Municipal Manager and Audit Committee.

The regulations require that the Municipal Council establish an Audit Committee, where the majority of members are not Councillors or employees of the municipality. The operation of this audit committee is governed by section 14 (2-3) of the regulations.

H 4 PERFORMANCE AGREEMENTS FOR SECTION 57 EMPLOYEES

H 4.1 Purpose of performance agreement

The purpose of the agreement is to:

- Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- Specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- Monitor and measure performance against set targeted outputs;
- Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- In the event of outstanding performance, to appropriately reward the employee; and
- Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

H 4.2 Commencement and duration

The performance agreement must be entered into for each financial year of the municipality, or part thereof.

The parties must review the provisions of this agreement during June each year and must conclude a new performance agreement that replaces the previous agreement at least once a year within one month after the commencement of the new financial year.

The agreement will terminate on the termination of the employee's contract of employment for any reason.

If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised.

H 4.3 The Performance Agreement

The performance Agreement will consist of:

- The Performance Agreement Contract
- The Performance Plan
- The Personal Development Plan
- Financial Disclosure

H 4 4 The Performance Plan sets out:

The performance plan sets out:

- The performance objectives and targets that must be met by the employee; and
- The time frames within which those performance objectives and targets must be met.

The performance objectives and targets reflected in the performance plan are set by the employer in consultation with the employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality, and shall include key objectives; key performance indicators; target dates and weightings.

The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

The employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the employer's Integrated Development Plan.

H 5 EVALUATING PERFORMANCE

The performance plan sets out –

- The standards and procedures for evaluating the employee's performance; and
- The intervals for the evaluation of the employee's performance.
- The criteria upon which the performance of the employee must be assessed consisting of two components, both of which must be contained in the performance agreement.
- The employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs), respectively.
- Each area of assessment will be weighted and will contribute a specific part to the total score.

KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

The Section 57 employee's assessment will be based on his or her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan as per the SDBIP which are linked to the KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.

Employees other than section 57 will contribute and may be assessed based on their performance in terms of inputs/outputs (performance indicators as identified in the performance plan as per SDBIP).

The KPA's will be:

Key Performance Areas (KPA's) for Municipal Managers	***Weighting***
Basic Service Delivery	
Municipal Institutional Development and Transformation	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Total	**100%**

In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.

The CCRs will make up the other 20% of the employee's assessment score.

CCRs that are deemed to be most critical for the employee's specific job should be selected from the list below as agreed to between the employer and the employee and must be considered with due regard to the proficiency level agreed to.

Core Managerial Competencies:		
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management	compulsory	
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	compulsory	
Client Orientation and Customer Focus	compulsory	
Communication		
Honesty and Integrity		
Core Occupational Competencies:		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of developmental local government		
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		

Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	**-**	**100%**

H 6 THE ANNUAL PERFORMANCE APPRAISAL MUST INVOLVE

An assessment of the achievement of results as outlined in the performance plan are based on:

- Each KPA and CCR should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA and CCR in terms of the rating calculator.
- An indicative rating on the five-point scale should be provided for each KPA and CCR
- This rating should be multiplied by the weighting given to each KPA and CCR during the contracting process, to provide a score.
- The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA and CCR score.
- An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.
- The assessment of the performance of the employee will be based on the following rating scale for KPA's and CCR's:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

H 7 EVALUATION STRUCTURES

For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established –

- Executive Mayor or Mayor;
- Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- Mayor and/or municipal manager from another municipality; and
- Member of a ward committee as nominated by the Executive Mayor or Mayor.

For purposes of evaluating the annual performance of managers directly accountable to the municipal manager, an evaluation panel constituted of the following persons must be established –

- Municipal Manager;
- Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- Municipal Manager from another municipality.
- The Manager responsible for Human Resources and/or performance management of the municipality must provide secretariat services to the evaluation panels.

H 8 SCHEDULE FOR PERFORMANCE REVIEWS

Despite the establishment of agreed intervals for evaluation, the employer may in addition review the employee's performance at any stage while the employment contract remains in force.

The performance of the employee in relation to his or her performance agreement must be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September
Second quarter	:	October – December
Third quarter	:	January – March
Fourth quarter	:	April – June

The employer must keep a record of the mid-year review and annual assessment meetings.

Performance feedback must be based on the employer's assessment of the employee's performance.

The employer will be entitled to review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement between both parties.

The employer may amend the provisions of the performance plan whenever the performance management system is adopted, implemented and/or amended as the case may be on agreement between both parties.

H 9 MANAGEMENT OF EVALUATION OUTCOMES

The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining

the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that –

- a score of 100% to 149% is awarded a performance bonus ranging from 5% to 9%; and
- A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

In the case of unacceptable performance, the employer shall –

- Provide systematic remedial or developmental support to assist the employee to improve his or her performance; and
- After appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his or her duties.

H 10 DISPUTE RESOLUTION

Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or salary increment in the agreement, must be mediated by –

- In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and
- In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee;

Whose decision shall be final and binding on both parties?

Any disputes about the outcome of the employee's performance evaluation, must be mediated by –

- In the case of the municipal manager, the MEC for local government and housing in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and
- In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e), within thirty (30) days of receipt of a formal dispute from the employee;

Whose decision shall be final and binding on both parties.

H 11 DEVELOPMENTAL PLAN

Personal growth and development needs identified during any performance review discussion and must be documented in a personal development plan as well as the actions agreed to and implementation must take place within set time frames.

A personal development plan (PDP) for addressing developmental gaps must form part of the performance agreement.

H 12 OBLIGATIONS OF THE EMPLOYER

The Employer must –

- Create an enabling environment to facilitate effective performance by the employee;
- Provide access to skills development and capacity building opportunities;
- Work collaboratively with the employee to solve problems and generate solutions to common problems that may impact on the performance of the employee;
- On the request of the employee delegate such powers reasonably required by the employee to enable him or her to meet the performance objectives and targets established in terms of the agreement; and
- Make available to the employee such resources as the employee may reasonably require from time to time assisting him or her to meet the performance objectives and targets established in terms of the agreement.

H 13 CONSULTATION

The employer agrees to consult the employee timely where the exercising of the powers will have, amongst others, –

- a direct effect on the performance of any of the employee's functions;
- commit the employee to implement or to give effect to a decision made by the employer; and
- a substantial financial effect on the employer.

The employer agrees to inform the employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated as set out above as soon as is practical to enable the employee to take any necessary action without delay.

H 14 GENERAL

The contents of the performance agreement must be made available to the public by the employer in accordance with the Municipal Finance Management Act, 2003 and Section 46 of the Act. In terms of the Local Government Systems Act, Section 41(1) (a) and the Performance Management Regulations Section 4.2. (1), Council approved the following Key Performance Indicators (KPIs) for each Department:

H 15 ORGANISATIONAL SCORECARD FOR WESTONARIA LOCAL MUNICIPALITY 2012/13

Outcome 9: Develop a local government system which is efficient, effective, responsive and accountable

Minister of CoGTA Critical Areas	Local Govern-ment Strategic Objective	WLM Core Strategy	Measurable Output	Key Performance Indicator	
				Key Performance Measure	Rating per Target
2.1	3.1	6.1	Coordinate and provide Strategic Leadership of the Westonaria Local Municipality to ensure IDP and SDBIP implementation	100% implementation of the attached SDBIP targets	1. 70% implementation 2. 75% implementation 3. 80% implementation 4. 90% implementation 5. 100% implementation
2.5	3.2	6.1	Roll out of Performance Contracts to Sect 57 employees	Performance Contracts in place by end August 2012. Mid-year reviews conducted in January 2013 and year end evaluations conducted in July 2013.	1. No work done yet 2. Most agreements concluded and evaluations done 3. All agreements concluded and evaluations done on time 4.Improved overall performance as compared with 2009/2010 5. Significant improvement in overall performance compared to 2009/2010
2.4	3.2	6.1	Development and approval of Strategies, Policies and By-laws	Approved policies, by-laws, regulations and procedures by Council specifically: • Develop a Loss Control Strategy • Credit Control Policy • Procurement Policy promoting previously disadvantaged people • Insurance Plan of all assets • HIV/AIDS Strategy • Communication Policy Plan	1. No strategies/policies developed 2. 3 Strategies/policies developed and approved by council 3. All 6 strategies/policies developed and approved by council 4. Strategies/ policies exceed expectations ito time and content 5. Strategies/ policies significantly exceed expectations ito time and content
2.5	3.2	6.1	Manage Intergovernmental (IG) and Stakeholder Relations	Implementation and attendance to IG/Stakeholder issues (including operationalising of the Mining Forum)	1. IG/Stakeholder meetings attended 2. IG/Stakeholder issues identified 3. Action plan developed to address IG/Stakeholder issues

Outcome 9: Develop a local government system which is efficient, effective, responsive and accountable

Minister of CoGTA Critical Areas	Local Govern-ment Strategic Objective	WLM Core Strategy	Measurable Output	Key Performance Indicator	
				Key Performance Measure	Rating per Target
					4. Action plan implemented 5. Sound IG/Stakeholder Relations
2.2	3.4	6.1	Local Economic Development in terms of the Growth & Development Strategy	Approved LED Strategy (including a Tourism Attraction Plan, an Agricultural Development Strategy and a Strategy for the development of informal trading and SMME's	1. LED Strategy developed 2. LED Strategy tabled 3. Council approved LED Strategy 4. LED Strategy exceed expectations in terms of time and content 5. LED Strategy significantly exceed expectations in terms of time and content
2.2	3.4	6.1	Job creation (full time and part time positions)	Utilisation of not less than 80% local labour in all construction and projects as far as possible	1. 70% local labour utilized 2. 75% local labour utilized 3. 80% local labour utilized 4. 85% local labour utilized 5. 90% local labour utilized
2.1	3.1	6.2	Developed and approved WLM turnaround strategy (TAS) on the immediate implementation priorities of the LGTA (post 2011 elections)	WLM Council approval	1. TAS developed 2. TAS tabled 3. Council approved TAS 4. TAS exceed expectations ito time and content 5. TAS significantly exceed expectations ito time and content
2.1	3.1	6.2	Implementation of the WLM turnaround strategy on the immediate implementation priorities of the LGTA pre 2011 elections	100% implementation of the turnaround strategy targets	1. 70% implementation 2. 75% implementation 3. 80% implementation 4. 90% implementation 5. 100% implementation

Outcome 9: Develop a local government system which is efficient, effective, responsive and accountable

Minister of CoGTA Critical Areas	Local Govern-ment Strategic Objective	WLM Core Strategy	Measurable Output	Key Performance Indicator	
				Key Performance Measure	Rating per Target
2.1	3.1	6.2	Create a culture of co-operation by Administration, Political and the Community on Service Delivery	Executive, Council, and regular public participation meetings	1. Meetings attended 2. Issues identified 3. Action plans developed to address issues 4. Action plans implemented 5. Sound culture of cooperation created
2.1	3.1	6.2	80% of the approved Capital Budget is spent within the financial year	Quarterly report on spending per Department	1. 60% spent 2. 65% spent 3. 70% spent (baseline?) 4. 75% spent 5. 80% spent
2.5	3.2	6.2	95% of the operational budget is spent	Quarterly report on spending per Department	1. 80% spent 2. 85% spent 3. 90% spent (baseline?) 4. 95% spent 5. 100% spent
2.1	3.1	6.2	Implement Batho Pele programme	Develop Customer Care Policy (CCP). Compliance with prescribed response times for customer queries	1. CCP developed 2. CCP tabled 3. Council approved CCP 4. CCP exceed expectations in terms of customer experience 5. CCP significantly exceed expectations in terms of customer experience
2.1	3.1	6.2	Facilitate housing planning for housing development, provision of land and management of development planning to ensure all permanent WLM inhabitants are housed in sustainable housing	Number of permanent WLM inhabitants housed	1. Housing planning undertaken 2. Land made available for housing 3. Houses built 4. A significant portion of inhabitants housed 5. All inhabitants of WLM housed

Outcome 9: Develop a local government system which is efficient, effective, responsive and accountable

Minister of CoGTA Critical Areas	Local Govern-ment Strategic Objective	WLM Core Strategy	Measurable Output	Key Performance Indicator	
				Key Performance Measure	Rating per Target
2.5	3.2	6.2	Develop an Infrastructure Master Plan (IMP)	Infrastructure Master Plan including Infrastructure Upgrading & Improvement Plan developed by June 2013	1. IMP developed 2. IMP tabled 3. Council approved IMP 4. IMP exceed expectations in terms of time and content 5. IMP significantly exceed expectations in terms of time and content
2.1	3.1	6.2	Development of a Spatial Development Framework (SDF)	Developed Spatial Developed Framework including Report on State of the Environment by end of June 2013	1. SDF developed 2. SDF tabled 3. Council approved SDF 4. SDF exceed expectations in terms of time and content 5. SDF significantly exceed expectations in terms of time and content
2.4	3.2	6.2	Debt Collection	Achieve Debt Collection Ratio of 80%. Implement the Assessment Rates Act. Restructure tariffs ready for implementation in 2013 Budget. Report monthly on progress and increased revenue	1. 60% debt collection ratio 2. 65% debt collection ratio 3. 70% debt collection ratio 4. 75% debt collection ratio 5. 80% debt collection ratio
2.1	3.5	6.2	Properly functioning Ward Committees to ensure successful community participation in Westonaria Local Municipality affairs	Number of people participating in municipal activities increased by 50% by June 2013	1. 30% increase in attendance 2. 35% increase in attendance 3. 40% increase in attendance 4. 45% increase in attendance 5. 50% increase in attendance

Outcome 9: Develop a local government system which is efficient, effective, responsive and accountable

Minister of CoGTA Critical Areas	Local Govern-ment Strategic Objective	WLM Core Strategy	Measurable Output	Key Performance Indicator	
				Key Performance Measure	Rating per Target
2.4	3.2	6.3	Implementation and Maintenance of Delegation of Powers	All delegation of powers and sub-delegations as approved by WLM Council are adhered to	1. Some delegations of powers are adhered to 2. Significant improvement in delegations of powers adhered to 3. Most delegations of powers are adhered to 4. Almost all delegations of powers are adhered to 5. All delegations of powers are adhered to
2.3	3.3	6.3	Recommendations and interventions of Internal/External Audit Reports are managed in line with OPCA	Remedial action as prescribed by Audit Reports are managed. Unqualified Audit Reports by 2014	1. Action plans developed for deviations 2. 50% actions implemented 3. 75% actions implemented 4. 100% actions implemented 5. Unqualified audit report
2.3	3.3	6.3	Compliance to all legal & financial aspects - all reporting by departments comply with requirements of the MFMA and all relevant and applicable legislation.	All reporting as prescribed by the MFMA and relevant and applicable legislation is submitted/available and are adhered to	1. Difficult to access information/Reports frequently late 2. Reports mostly on time/not always accurate 3. Reports always on time and information accurate 4. Reports often exceed expectations in terms of time and content 5. Reports and information systems always exceed expectations

Outcome 9: Develop a local government system which is efficient, effective, responsive and accountable

Minister of CoGTA Critical Areas	Local Govern-ment Strategic Objective	WLM Core Strategy	Measurable Output	Key Performance Indicator	
				Key Performance Measure	Rating per Target
2.4	3.2	6.3	Develop a Human Resources Pan (HRP)	Approved & implement HR Plan by May 2013.	1. HRP developed 2. HRP tabled 3. Council approved HRP 4. HRP exceed expectations in terms of time and content 5. HRP significantly exceed expectations in terms of time and content
2.5	3.2	6.3	Compliance to targets in Workplace Skills Plan (WSP)	100% compliance to targets in Workplace Skills Plan by June 2013.	1. WSP developed 2. WSP tabled 3. Council approved WSP 4. 90% of WSP targets met 5. 100% of WSP targets met
2.5	3.2	6.3	Compliance to targets in Employment Equity Plan (EEP)	100% Compliance to targets in Employment Equity Plan by June 2013.	1. EEP developed 2. EEP tabled 3. Council approved EEP 4. 90% of EEP targets met 5. 100% of EEP targets met
2.4	3.2	6.3	Optimize Wage Bill to Operating Budget Ratio	Wage Bill not more than 27% (?) of Operating Budget by June 2013.	1. 37% wage bill ratio 2. 35% wage bill ratio 3. 33 % wage bill ratio 4. 30% wage bill ratio 5. 27% wage bill ratio
2.4	3.2	6.3	Functionality of Council and supporting its committees	Render a committee support service through efficient minute taking, compilation of agendas and timeously distribution of documents.	1. No service rendered 2. Agendas/minutes compiled 3. Timeous distribution of agendas/minutes

Outcome 9: Develop a local government system which is efficient, effective, responsive and accountable

Minister of CoGTA Critical Areas	Local Govern-ment Strategic Objective	WLM Core Strategy	Measurable Output	Key Performance Indicator	
				Key Performance Measure	Rating per Target
					4. Agendas/minutes exceed expectations in terms of time and content 5. Agendas/minutes significantly exceed expectations in terms of time and content.
2.3	3.3	6.4	Developed and Approved Risk Management Strategy (RMS) (Including Occupational Health and Safety)	WLM Council approval	1. RMS developed 2. RMS tabled 3. Council approved RMS 4. RMS exceed expectations in terms of time and content 5. RMS significantly exceed expectations in terms of time and content

SECTION I

PRIVATE INITIATIVES AND SECTOR DEPARTMENTS

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I PRIVATE INITIATIVES AND SECTOR DEPARTMENTS

I 1 INTRODUCTION

A combined effort from local government, sector departments and private initiatives are needed to address unemployment, improved service delivery, eradicating the backlogs experienced with regard to housing, basic services and skills development.

Each entity within its own capacity strives to improve the situation where the need was identified. The Integrated Development Plan (IDP) is a valuable document available to sector departments and private initiatives to assist with their planning and identifying projects since the IDP indicates the municipality's plans and projects for the next five years.

I 2 PRIVATE INITIATIVES

I 2.1 WESTONARIA MINING FORUM / REGIONAL MINING FORUM

Westonaria Local Municipality, through the Westonaria Mining Forum, launched during October 2007, had good relations with the mining houses in the area and determined that many projects are undertaken to alleviate the plight of the destitute.

One of the aims of the Mining Forum was to improve integrated planning by way of aligning the Social and Labour Plans (SLPs) of the Mines closer to the development plans of Council. It is to be noted that the Regional Mining Forum was established by West Rand District to serve as a platform for interaction and exchanges of developments in the area.

Rand Uranium (RU)/ GOLD 1

During 2009, Rand Uranium approached Westonaria Local Municipality to establish a relationship and to coordinate development in the area as reflected in the IDP.

Rand Uranium initiated a workshop attended by Council. A task team was established to look at options to be considered for projects to be included in the Social and Labour Plan of Rand Uranium deriving from the IDP.

A. The projects identified but not confirmed yet:

Due to the transformation process taking place, these projects are still in a planning phase and not confirmed yet.

The projects are:

- Formalisation of Waterpan Village (Portions 8, 11 and 24 of Portion 293 IQ Getting the existing Waterpan Village proclaimed.
- Simunye Cemetry which is situated close to the ventilation shaft at Cooke 3 on Panvlakte (Portion 291IQ).

- Land is already fenced and surveyed and road construction is currently underway as part of Phase 2 of the cemetery development.
- The road construction is complete. The tender has been advertised for construction of ablution facilities and offices.

- Servitude relating to the Bekkersdal Simunye Link Road situated in Gemsbokfontein
  - A service agreement is to be drawn up (i.e. right to use the land).
  - Sign-off is needed from RU Shareholders.

Goldfield SA

Simunye Clinic Project

The Simunye Clinic provides an essential primary health care facility in which is in close proximity to communities. The official opening is planned for the near future.

Other projects identified but not confirmed yet are:

- Agricultural
  - Livestock Farming and / or Crop Farming
  - Emerging Farmers Agricultural Support Trust Fund
  - Tree and Forestry

- Manufacturing
  - Soap Manufacturing Project
  - Waste Recycling Project
  - Brick Manufacturing Project
  - Garment Manufacturing Project
  - Bakery Project

- Infrastructure
  - Housing Development Project

- Education and Youth Skills Development
  - 200 Portable Skills Opportunities for Youth Development (Carpentry, etc)
  - Community ABET Centre

GREEN IQ

Implementation of Green IQ Projects by Goldfields and West Rand District Municipality
- Signing of MOU by WRDM and Goldfields
- Proposed projects for Westonaria
  - Waste Management Projects
    - Construction of Buyback Centre.
    - Recycling at source
  - Greening
    - Tree planting
    - Establishment of Nursery

I.3 OTHER DEVELOPMENTS ON THE WEST RAND

I3.1 *Droogeheuvel, Middelvlei and the then Westonaria South now known as Borwa Housing Projects*

Background information on the Project, as an identified Provincial Flagship Project, is envisaged to be an integrated, sustainable human settlement, utilising the principles of the Breaking New Ground Policy (BNG) of the National Department of Housing.

The West Rand Professional Resource Team (PRT) investigated various sites within the larger West Rand area. Droogeheuvel, Middelvlei and Westonaria South were identified as the most suitable sites for the relocation of the Bekersdal informal community.

In September 2007, a business plan was completed by PHC to inform the implementation of the project namely:

- Programming of Development;
- Phasing of Development;
- Mix (Density/Income/Tenure Ratios) of Development;
- Funding Requirements of the Development; and
- Potential Involvement of the Private Sector in the Development.

The Business Plan was based on the development of 17 822 residential stands of mixed density, typology and market of which approximately 9 000 (50%) single residential stands is proposed to be used for subsidy housing.
The Business Plan foresaw implementation of the Project by the Gauteng Department of Housing (GDoH) through PHC as its implementing agent which was appointed by GDoH in October 2007.

Project Status is also set out in the Progress Report including maps indicating the Phases per project area. The report is available from the Head of Department: Infrastructure Services responsible for Housing.

The Droogeheuvel, Middelvlei and Westonaria South projects have been divided into 9 phases and 26 sub phases/precincts according to the following principles:

- The availability of existing surrounding engineering services (and capacity).
- The availability of bulk services capacity to the site.
- Linking of the existing neighbouring developments of Eikepark; Mohlakeng; Toekomsrus and Aureus; and Westonaria town and Simunye to Droogeheuvel, Middelvlei and Westonaria South respectively.
- The availability of existing supportive infrastructure.

The implementation plan is as follows and motivated by the following:

- **First Phase: Middelvlei (also known as Mohlakeng Extension 11)**
  - Bulk water capacity is available from Mohlakeng to service the first phase of Middelvlei.
  - First phase of the bulk outfall sewer.
    After considering the above, the GDoH has made provision on its 2008/09 budget for the construction of 500 units in the Pilot project.

A total of 265 households mainly from the Transit Camp north of the Bekkersdal Informal Settlement were relocated to Mohlakeng Ext 11..

- **Second Phase: Droogeheuvel**
  - Bulk capacity (water, roads, electricity) are currently being installed
- **Third Phase: Westonaria South**
  - Planning Process has commenced.

It is to be noted that electricity will not be available to any of the phases in the short term and consequently was not a factor in determining the phases.

The Urban Design Framework addresses the following:

- The projected yield of the different housing types per stand size per phase;
- Urban Design Framework;
- Cost and Financial Model informed by the following critical project assumptions:
  - Full level of engineering services – Service Agreement is signed between the relevant parties;
  - Land purchase price;
  - Commercial land to be used as financing tools;
  - Coordinated land Release and Development;
  - Land Rights to be used as security for loans;
  - Bulk services contributions;
  - Project should be Bankable;
  - Business plan should be approved and accepted by GDoH, Westonaria Local Municipality and Randfontein Local Municipality;
  - Mixture of housing typologies – various stand sizes;
  - Hybrid electrical reticulation;
  - Supportive infrastructure to be developed simultaneously;
  - Erf sizes;
  - Variety of housing sized and typologies'
  - Subsidy top structure as an enhanced product;
  - Revised income to fund the subsidised top structures;
  - Landscaping along major arterial routes.
- Pilot Project Area: (Middelvlei Portion 1A, and Phases 2A, 2B & 2C)

The projected yield of the different housing types per stand size per phase is as follows:

Project Area	Phase	Housing Type					Total
		Detached 300 m^2	Detached 250 m^2	Semi-Detached 180 m^2	Row Houses 120 m^2	Walk-ups at 120 units Per Ha	
Middelvlei	1		706	589	589	551	2435
	2		286	238	238	1019	1781
	3		770	642	642	478	2532
Subtotal			**1762**	**1469**	**1469**	**2048**	**6748**
Droogeheuvel	4		377	314	314	1082	2087
	5		530	442	442	413	1827
	6		618	515	515	481	2129
Subtotal			**1525**	**1271**	**1271**	**1976**	**6043**
Westonaria Borwa	7	1163				980	2143
	8	1480	555	463	463	433	3394
	9		1849	1541	1541	1440	6371
Subtotal		**2643**	**2404**	**2004**	**2004**	**2853**	**11908**
Totals		**2643**	**5691**	**4744**	**4744**	**6877**	**24699**
Subsidised				**9488**		**3438**	**12926**
Unsubsidised		**8334**				**3439**	**11773**

It is envisaged that the majority of the 180 m^2 and all of the 120 m² erven will be utilised for subsidised housing, while all the 300 m^2 and 250 m² erven and some of the 180 m² erven will be utilised for bonded and finance linked housing, in order to provide an approximate 50/50 split between subsidised housing and non and semi subsidised housing respectively. The walk up units will also be split equally between the two funding approaches.

Achievements to date

In order to initiate development in the area as soon as possible, DoH has requested that the portion of the project that has, or shortly will have access to basic bulk and/or link services and where the land is available be developed as a pilot project.

A portion of Middelvlei owned by Randfontein Estates in Phases 1 ,2A, 2B and 2C have been identified for this purpose. A township application (Mohlakeng Extension 11) has been prepared by PHC and approved by the GDoH which includes this area.

Installation of internal water and sewerage services: Following a tender process, Makole Property Development was appointed as the contractor on 1 July 2008. After the appointed contractor had secured his guarantee, the site was handed over on 16 July 2008. The contract started on 31 July 2008, with completion on 17 November 2008. At the date of the last site meeting on 18 November 2008, the contract was 90% complete. The outstanding work relates to the construction of the link and water services and the testing and handing over of the services.

I 3.2 Simunye Extension 2

A number of stands in Simunye Extension 2 were consolidated, re-subdivided and rezoned to create the potential to develop 164 units as part of a high density residential

complex. This development is part of the Bekkersdal Renewal Project (BRP), but Goldfields, SA has since entered into negotiations with Council to develop the units at the cost of Goldfields, SA. The engineering services have been installed as part of Bekkersdal Renewal Project.

The only outstanding matter is the conclusion of the MOU thereafter construction will commence.

I 3.3 Glenharvie & Extension 8

Goldfields South Africa is currently busy to develop approximately 450 units in Glenharvie and Extension 8 for rental accommodation for employees of Goldfields.

I 3.4 Thusanang

The land owner has availed 221 ha for possible development. Geotechnical investination has been completed and Environmental Impact Assessment investigations as well as various designs are being carried out. There is a potential to develop a further 8500 stands for housing.

I 3.5 Protea Extension 23

Township Realtors has donated land with a potential to develop 2800 stands for housing. The Department is in the process of budgeting for this development. This development will benefit among others people from the Waterworks Informal Settlement.

I 3.6 Z-Section

There are a number of shacks in central Bekkersdal that have all services installed. The Department has shown interest in developing the area insitu.

I 4 SECTOR DEPARTMENTS' INVOLVEMENT IN WESTONARIA

I 4.1 Progress with Magistrate's Court in Simunye

The Municipality approved the sale of stand 3947, Simunye Ext 2, to the Department of Public Works early in 2009, for the building of a new magistrate's court and police station with staff quarters.

The stand is centrally situated in Simunye, directly opposite Stand 3409, which is earmarked for the new Clinic building to be donated by Gold Fields, and the new library. The proposed developments on Stands 3409 and 3947, Simunye Ext 2, will form a nodal point around which similar community related development projects can be located in future.

Stand 3947 is 3.2 ha in extent, and is zoned institutional, which makes it ideally suitable for the proposed development.

A geotechnical investigation done by consulting engineering geologists, appointed by the Department of Works has found that the stand is suitable for the proposed development.

The Department has rejected the valuation by the Municipality's valuers of the property, which will determine the purchase price, and has indicated that they will obtain their own valuation. No feedback has, however, been received from the Department since then.

A Deed of Sale has already been prepared, and will be signed with the Department as soon as agreement has been reached on the purchase price.

I 4.2 Simunye Library

During the 2008/09 financial year the need to start a Library and Information Service in Simunye was identified. The initial plan was to procure a container and convert it into a library.

The Department of Arts and Culture allocated a grant to the amount of R2 100 000 to Westonaria Municipality (2009/10) for the procurement of a container library, and it was then decided to construct a permanent building.

A building of 600 square meters was approved and construction started during July 2010. With the completion of the library (June 2011), the following services will be provided:

- Adult Study Facility
- Kiddies corner
- Reference section
- Computers with free internet access
- Photo copier
- Group Activity Room

The total amount of the building comes to R5 394 387. The shortage of R3 294 387, was covered by MIG.

The official opening of the Simunye Library was held on 16 March 2012 and attended by the Gauteng MEC for Sport, Arts, Culture and Recreation and other dignitaries.

I 4.3 Schools

The Simunye Primary school in Simunye Extension 4, under the auspices of the Gauteng Department of Education (GDE), was completed and is operational. The GDE budgeted for fencing at the Laerskool Venterspost during the 2011/12 financial year, however needs have been identified by Kgothalang Secondary school and Itereleng.
Primary schools have been identified for the Droogeheuvel and Middelvlei developments as well as for Zuurbekom.

I 4.4 Bekkersdal Renewal Project: Initially (2008 – 2010) extended to 2013/14

The Bekkersdal Renewal Project (BRP) was launched in 2003 by the Gauteng Provincial Government. It was a seven year plan aiming re-developing Bekkersdal formal settlement and also to relocate the Bekkersdal informal settlements from unsafe dolomitic land to houses to safer land in Middlevlei and Westonaria South (Borwa). The BRP seeks to upgrade the living conditions and human development within Bekkersdal by reducing levels of unemployment, creating a clean and healthy living environment and creating additional affordable housing opportunities. In August 2008 the Memorandum of Understanding (MOU)

was signed in order to facilitate relations between Westonaria Local Municipality and the then Gauteng Department of Housing (DoH).

PROGRESS AND COMMENTS ON BEKKERSDAL RENEWAL PROJECTS (BRP)

Project Name	Programme	Project Description	Projected Amount 2011-12	Projected Amount 2012-13	Projected Amount 2013-14	Comments
Police station	Urban Renewal	Upgrading of the police station	R30 000.00	R30 000.00	R0	Project has been completed and handed over to municipality. The amount reflected is retention.
Internal Roads	Urban Renewal	Upgrading of internal roads in Bekkerdsdal	R7 700 000.00	R1 300 000.00	R0	Project is at 85% progress
Electrification of Central Business District (CDB) & upgrade of public realm	Urban Renewal	Electrification of CBD- solar power lights	R330 000.00	R0	R0	Project has been completed and handed over to municipality
Simunye	Urban Renewal	Underground services and roads	R855 565.00	R0	R0	Project has been completed and handed over to municipality This retention amount
Agric Business	Urban Renewal	Pitchingof tunnels, tiling of store, guard house	R3 300 000.00	R3 000 000.00	R0	Project on the process to be commercialised
Stakeholder Management	Urban Renewal	BDF Salaries	R174 000.00	R0	R0	Has been dissolved
Safety and Security (Gugulamajola General Trading services)	Urban Renewal	Provision of security services to protect project's assets.	R1 822 644.00	R3 500 000.00	R3 500 000.00	On going project to protect Departmental assets.

Project Name	Programme	Project Description	Projected Amount 2011-12	Projected Amount 2012-13	Projected Amount 2013-14	Comments
Brick Making Plant	Urban Renewal	Extension of machinery room and completion of the plant.	R0	R500 000.00	R0	To be commercialised.
Link Roads & Bridge	Urban Renewal	Rehabilitation of the link road and the Bridge	R5 000 000.00	R27 000 000.00	R1 000 000.00	Project still on 20% progress
Refurbishment of Vandalised Building	Urban Renewal	LBSC,BrickMaking Plant, MPCC and Farmer Support	R0	R5 100 000.00	R1 000 000.00	Project still on tender processes.
Rehabilitation of Rubble trap	Urban Renewal		R0	R5 000 000.00	R1 000 000.00	Project still on tender processes.
Access Road (Khomo ea hlaba)	Urban Renewal	Widening of access roads in Bekkersdal Khomo ea Hlaba	R	R6 600 000.00	R400 000.00	Project still on tender processes.
Sports field	Urban Renewal	Upgrading of top Slab in Bekkersdal	R	R4 520 000.00	R100 000.00	Planned for implementation
Roads and storm-water	Urban Renewal	Roads and storm water upgrade	R	R16 000 000.00	R45 000 000.00	Planned for implementation
Top Slab at Taxi Rank	Urban Renewal		R0	R3 525 000.00	R100 000.00	Planned for implementation
Professional Fees	Urban Renewal	Provision Professional services by designated PRT/s	R12 000 000.00	R10 000 000.00	R10 000 000.00	Charged at 20% for overall projects tobe implemented.
Accruals Payment	Urban Renewal	Work done	R2 049 523.99	R0	R0	All accruals amount are paid.

Project Name	Programme	Project Description	Projected Amount 2011-12	Projected Amount 2012-13	Projected Amount 2013-14	Comments
Bobcat Equipments	Urban Renewal	Maintain the storm-water channel	R0	R1 000 000.00	R20 000.00	The amount will be charged including maintainace and operation for two years
LED Projects		Commerialisation	R0	R6 900 000.00	R0	All LED projects to be commercialised after completion of renovations and handing over to municipality.
TOTAL AMOUNT REQUIRED			**R54 833 838.99**	**R128 975 000.00**	**R87 120 000.00**	**R270 928 838.99**

SECTION J
PRIORITY PROJECTS

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J PRIORITY PROJECTS FOR 2012/13

National and provincial policies, the needs forthcoming from the community via the public participation process and Council's financial situation all played a role when the list of priority projects was compiled.

J 1. PROJECT MANAGEMENT UNIT (PMU)

The Project Management Unit received an amount of R69,3 million for the 2012/13 financial year. The breakdown for services is as follows:

- 71% for Water, Sanitation , Roads and Storm-water
- 11% to Public Services such as taxi ranks, municipal buildings and
- 15% to Social Institutions and Micro Enterprises, Sport Complex etc.
- 3% for the administration of the Project Management Unit.

J 2. ALL THE DEPARTMENTS OF COUNCIL

Due to the difficult financial times experienced a number of projects not started with during the 2010/11 financial year will be initiated during the 2011/12 financial year.

For the 2011/12 financial year emphasis is placed on replacing the vehicle fleet enabling the various Departments of Council to deliver services.

Some of the other projects are:

- Equipment and tools are also budgeted for enabling the teams to be able to perform their duties.
- Pre-paid Software to support the pre-paid water meters
- A mobile clinic is planned for Thusanang
- Upgrading of the public toilets at the civic centre, Banquet Hall, Paul Nel Hall and office building.
- Replace the Vacuum tanker with a new one to improve the service
- The resurfacing of the roads in Westonaria will also be addressed
- Storm-water inlets at Hillshaven will be focused on.
- Food stall will be built to stimulate local economic development.

It is to be noted that the execution of the projects are closely linked to the financial situation of Council.

PRIORITY PROJECTS
2012/13 FINANCIAL YEAR

IDP NO	DESCRIPTION OF PROJECTS	SCOPE OF WORK OF WORK	Strategic Objective /KPA	WARD	PROJECT COMPLETION	AMOUNT	SOURCE
INFRASTRUCTURE SERVICES							
ELECTROMECHANICAL							
0708/025	Simunye Electrical Substation and reticulation upgrading	Refurbishment of electrical network	Outcome 6.2	All	Jun-13	R5 000 000	Ext Loan
1213/007	Westonaria Street Lights	Pitching of street lights within the Westonaria Municipal Area	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	All	Jun-14	R1 024 160	MIG
WATER							
0809/066	Pre-paid Water Meters (Phase 3)	Purchasing and installation of pre-paid water meters	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	All	Jun-13	R1 237 238	MIG
1213/008	Westonaria Industrial area main water line upgrade	Upgrade / rehabilitation of main water line with in Westonaria	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	Ward 5	Jun-13	R1 000 000	MIG

PRIORITY PROJECTS
2012/13 FINANCIAL YEAR

IDP NO	DESCRIPTION	SCOPE OF WORK	Strategic Objective /KPA		PROJECT	AMOUNT	SOURCE
0304/029	Protea Park Outfall Sewer line	Construction of outfall sewer line from Protea Park area to Borwa	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	All	Jun-19	R5 000 000	MIG
1213/027	Venterspost Main Water line upgrade	Construction of water main upgrade within the Venterspost area	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	Ward 5	Jun-19	R2 500 000	MIG
12310/011	Waterpan Main Water Line	Construction of main water line in Waterpan	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	Ward 2	Jun-13	R2 000 000	MIG
ROADS AND STORM WATER							
0708/036	Resurfacing: Road in Westonaria	Life span of roads in Westonaria exceeded life span. Possible labour intensive project.	Outcome 6.3 and 10.1	All	Jun-13	R2 5000 000	EXT LOAN
0809/072	Bomag Roller	Procure, purchase and use	Outcome 6.3 and 10.1	All	Jun-13	R180 000	WLM

PRIORITY PROJECTS
2012/13 FINANCIAL YEAR

	DESCRIPTION	SCOPE OF WORK	Strategic Objective /KPA		PROJECT	AMOUNT	SOURCE
0910/091	Replacement of guard rails (gutters in Simunye	To replace guard rails in Simunye to prevent from vehicles from falling from an embankment. Register for EPWP	Outcome 6.3 and 10.1	All	Jun-13	R500 000	Ext Loan
0910/117	Roads in Zuurbekom	The Construction of George Sachs Road	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	Ward 16	June 2019	R16 750 000	MIG
0506/034	Refurbishment of existing taxi rank	Renovation and rebuilding of road side stalls at the taxi rank within Westonaria for local entrepreneurial empowerment	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	Ward 4	Jun-13	R582 902	MIG
0708/034	Simunye Internal Roads	Tarred road with surface storm-water channels, storm-water pipes and storm-water kerbed inlets throughout Simunye.	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	Ward 1	Jun-19	R13 500 000	MIG
COMMUNITY SERVICES							
LIBRARIES							
1213/014	Modular Library	DAC Funding via Gauteng Provincial	Service Delivery (Outcome 9.6)	All	December 2012		DAC funding

PRIORITY PROJECTS
2012/13 FINANCIAL YEAR

IDP REF	DESCRIPTION	SCOPE OF WORK	Strategic Objective /KPA	WARD	PROJECT COMPLETION	AMOUNT	SOURCE
SPORTS RECREATION ARTS AND CULTURE - 1017							
1213/012	Gymnasium Bekkersdal	Upgrading/refurbishment of the gymnasium	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	Ward 9 - 15	June 2013	R2 000 000	MIG
1213/026	Trailers x 5 Parks (2) Roads and Storm-water (3)	Transport of equipment	Service Delivery (Outcome 9.6)	All	Jun-13	R50 000	Ext Loan
0910/087	Zuurbekom Multi-Purpose Sport & Recreation Community Centre (MPS & RCC)	The development of a Multi-Purpose Sport & Recreation Community Centre.	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	Ward 16	Jun-19	R 7 754 561	MIG
1213/006	Zuurbekom Clinic	Establishment of a clinic at Zuurbekom	Service Delivery (Outcome 6.1 and 6.6)	Ward 16	March 2013	R1 000 000	MIG
0607/012	Simunye Multi Purpose Sport & Recreation Community Centre (MPS & RCC) (Phase 2)	Construction of 2 soccer fields	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	Ward 7 & 8	Jun-19	R1 657300	MIG
0809/017	Westonaria Sport Complex (Phase 2)	Upgrading of the ablution facility, roofing and lights	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	Ward 4	Jun-15	R1,200,000	MIG

PRIORITY PROJECTS
2012/13 FINANCIAL YEAR

IDP REF	DESCRIPTION	SCOPE OF WORK	Strategic Objective /KPA	WARD	PROJECT COMPLETION	AMOUNT	SOURCE
PUBLIC SAFETY - 1020							
1213/015	Establishment of the pounding facility	Create a safe environment for pounded goods	Good Governance	All	Dec 2012	R100 000	WLM
1213/016	Procurement of a number plate recognition system for outstanding traffic fines and or arrests	Effective follow-up of motorists who owe the municipality money on outstanding traffic fines and also those with warrants of arrest	Service Delivery (Outcome 9.6)	All	Sept 2012	R200 000	WLM
TRAFFIC - 1032							
1213/016	Procurement of a number plate recognition system for outstanding traffic fines and or arrests	Effective follow-up of motorists who owe the municipality money on outstanding traffic fines and also those with warrants of arrest	Service Delivery (Outcome 9.6)	All	Sept 2012	R200 000	WLM
WASTE, PARKS AND CEMETERIES							
WASTE SECTION - 3040							
0910/027	240l Wheelie bins Phase 1	Purchase of 240L wheelie bins	Service Delivery (Outcome 9.2)	All	Jun-13	R1 000 000	WLM
1213/010	Waste Processing Facility	Development of a Waste Processing facility	Service Delivery (Outcome 9.2)	All	Jun-13	R1 000 000	MIG
CEMETERIES							
1213/009	Simunye Cemetery	Construction of new office block for cemetery	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	Ward 7 & 8	June 2013	R5 000 000	MIG

PRIORITY PROJECTS
2012/13 FINANCIAL YEAR

IDP REF	DESCRIPTION	SCOPE OF WORK	Strategic Objective /KPA	WARD	PROJECT COMPLETION	AMOUNT	SOURCE
1213/010	Waste processing facility	Development of a waste process facility	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	All	June 2013	**R1 000 000**	MIG
PARKS- 1010							
1112/006	Greening and Beautification of greater Westonaria	To plant trees and beautify greater Westonaria	Good Governance (Outcome	ALL	Jun-13	R800 000	Ext Loan
0708/058	Development of various Parks	Development of of 4 Parks: Crean Street W/aria 2 x Bekkersdal 1 x Simunye	Infrastructure Development and Service Delivery (Outcome 6.1 and 6.6)	All	Jun-16	R500 000	MIG
CORPORATE SERVICES							
ADMINISTRATION							
0607/102	Resealing repair / replacement of roofs: Civic Centre & Library	To fix the roolf which is currently leaking when it rains	Service Delivery (Outcome 9.6)	All	Jun-13	R500 000	Ext Loan
0708/002	Replacement of Vehicles and Mini Bus Kombi (Fleet Management)	To resolve the problem with regards to obsolete and shortage of vehicles		All	Dec-12	R2 500 000	WLM
0910/109	Partitioning/ Sub-division of Second Floor Offices	To resolve the problem with regards to office space and to centralise functions per department	Good Governance	All	Dec-12	R845 000	WLM
1213/024	Establishment of Ward Councillor Offices	To resolve the accommodation of ward councillor support	Service Delivery (Outcome 9.6)	All	Dec-12	R90,000	WLM Own funds
1213/025	Upgrading of the Banquet Hall	To replace worn-out curtains and to upgrade the hall	Service delivery (Outcome 9.6)	All	Jun-13	R200 000	Ext Loan

PRIORITY PROJECTS
2012/13 FINANCIAL YEAR

IDP REF	DESCRIPTION	SCOPE OF WORK	Strategic Objective /KPA	WARD	PROJECT COMPLETION	AMOUNT	SOURCE
12/13/002	Purchase of Furniture	Purchase of Furniture for new appointees and replacing damaged goods	Service delivery (Outcome 9.6)	All	Jun-13	R479 000	WLM
IT SECTION							
1213/019	Additional data storage hardware	To ensure that the data storage solution is adequate	Service Delivery (Outcome 9.6)	All	Jun-13	R70 000	Ext Loan
1213/020	Operating System Upgrade	To ensure that Council's IT system is in line with industry specifications	Service Delivery (Outcome 9.6)	All	Jun-13	R250 000	WLM
1213/021	Upgrade External Links to satellite offices	Current network performance to satellite offices is insufficient	Service Delivery (Outcome 9.6)	All	Jun-13	R150 000	WLM
1213/001	IT Hard Ware and Soft Ware – All Departments (Computers & Laptops)	To address the needs of the various departments	Service Delivery (Outcome 9.6)	All	Jun-13	R230 000	Ext Loan
FINANCIAL SERVICES							
REVENUE MANAGEMENT							
0809/021	Pre-Paid (Off-line Prima/Lus CDU) system	Procurement the equipment as associated with the roll out of the installation of 7000 pre-paid meters (Point of sale system)	Good Governance (Outcome 9.1)	All	Feb-13	R100 000	WLM
1213/023	Establishment of pay point / customer service point in Simunye & Zuurbekom	To sell pre-paid water and electricity and assist with enquiries in Simunye and Zuurbekom	Service Delivery (Outcome 9.6)	Wards 7, 8 & 16	Sept-12	R100 000	Ext Loan

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SECTION: K

PROPOSED PROJECTS FOR FUTURE IMPLEMENTATION

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K PROPOSED FUTURE PROJECTS

K 1. PROJECTS IDENTIFIED BY THE COMMUNITY FOR FUTURE IMPLEMENTATION

COMMUNITY SERVICES

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
SECTION: HEALTH								
0304/009	Health	BUILD A CLINIC (4 CONSULTING ROOM) IN ZUURBEKOM (COMMUNITY CENTRE)				**X**	R5.0	WRDM
0607/108	Health	VENTURE / CONDOR	**X**				R0.25	Ext Loan
SECTION: ENVRIONMENT								
FUNCTION MOVED TO WEST RAND DISTRICT MUNICIPALITY								
IDP REF.	**SECTION**	**DESCRIPTION OF PROJECT**	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**AMOUNT (MILLION)**	**SOURCE**
SECTION: PUBLIC SAFETY								
0405/007	Safety & Security	INSTALL TRAFFIC LIGHT CONTROLLERS WITH STREET LIGHTS – N12 (Glenharvie & N12)		**X**			R1.0	Funds to be sourced
0708/009	Traffic	ROAD SIGNS - ongoing					R0.120	WLM
0809/003	Traffic	FIREM ARMS - ongoing					R0.6	Ext Loan
0809/004	Traffic	PATROL VEHICLES (x10)	**X**	**X**			R0.360 R0.378 R0.396	WLM
0809/009	Traffic	ALMETER SCREENERS – (For newly appointed staff)- ongoing					R0.028	WLM
0809/010	Traffic	UPGRADING OF THE TESTING STATION				**X**	R1.5	Funds to be sourced
0910/105	SECURITY	WENDY GUARD HOUSE	**X**					
0910/043	Traffic	4X4 LIGHT DELIVERY VEHICLE			**X**		R0.280	WLM

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
0910/085	Traffic	DEVELOPMENT OF N12 AND R28 NODE DEVELOPMENT. TRAFFIC LIGHTS – KLOOF AND ZUURBEKOM, N12 INTERSECTION.			**X**	**X**	R155M	Funds to be sourced
0910/047	Traffic	EQUIPMENT FOR UPGRADED DLTC & VTS				**X**	R.0.140	WLM
1213/015	Traffic	FENCING OF THE POUNDING FACILITY	**X**				R0.020	WLM
1213/017	Traffic	NUMBERPLATE RECOGNITION SYSTEM	**X**				R0.2	WLM
SECTION: SPORT, RECREATION, ARTS & CULTURE								
0304/005	SRAC	SIMUNYE MULTIPURPOSE SKILLS CENTRE – HALL WAS BUILT.						Funding to be Sourced

PROPOSED PROJECTS FOR FUTURE IMPLEMENTATION

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
0405/009	SRAC	RENOVATE SPORT COMPLEX BUILDINGS, WESTONARIA New Business Plan (R10,7m)			**X**	**X**	R2.4 R10.7	MIG MIG
0607/012	SRAC	SIMUNYE SPORT COMPLEX (Projects combined to become Multi Purpose Sports and Recreation Community Centre (MPS & RCC) (Combi Courts were built, Caretaker's house is planned and a storeroom to be built)	**X**	**X**	**X**	**X**	R4.2 R 33.6	MIG MIG
	SRAC	SIMUNYE MULTI-PURPOSE CENTRE AND SPORT COMPLEX					R1.2	Department Sport

		R1,2m from SRAC for 2011 = Outdoor facilities						
IDP REF.	**SECTION**	**DESCRIPTION OF PROJECT**	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**AMOUNT (MILLION)**	**SOURCE**
0708/011	Sports	MASSEY FURGESON 240 TRACTOR			**X**	**X**	R0.240	WLM
0809/012	Sports	GRADING & MAINTENANCE OF INFORMAL FIELDS - ongoing					R0.08	WLM
0809/013	Sports	INDUSTRIAL LAWNMOVER x 2	**X**				R0.080	Ext Loan
0809/014	Sports	ABLUTION FACILITIES AT LODGE/MULTI PURPOSE HALL		**X**	**X**		R0.12	WLM
0809/015	Sports	BUSH CUTTERS x 2 - ongoing					R0.030	Ext Loan
0809/017	Sports	CEILING & LIGHTS AT LODGE & MULTI-PURPOSE HALL		**X**	**X**		R0.065	Ext Loan
0809/068	Sports	HIGHMAST LIGHTS AT SPORT COMPLEX				**X**	R0.08	WLM
0910/087	SRAC	ZUURBEKOM MULTI-PURPOSE COMMUNITY CENTRE				**X**	R18m	WLM
0910/089	SPORTS	RESURFACE SQUASH & NETBALL COURTS AT SPORT COMPLEX				**X**	R0.10	WLM
0910/090	SPORTS	BLINDS AT THE SPORT COMPLEX			**X**		R0.020	WLM
0910/091	SPORTS	BUILD A BASKETBALL COURT AT SPORT COMPLEX				**X**	R0.040	WLM

PROPOSED PROJECTS FOR FUTURE IMPLEMENTATION

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
0910/018	SRAC	CHAIRS AND TABLES FOR SRAC FACILITIES			X		R0.100	WLM
SECTION: LIBRARY								
0910/087	Library	REPLACE THE LIBRARY IN GLENHARVIE WITH NEW STRUCTURE (R3.0m)				X	R3.0	Department of Arts and Culture Grant Sponsors
0910/051	Library	EXHIBITION MATERIAL - ONGOING					R0.01	WLM
1213/014	Library	MODULAR LIBRARY - Waterworks	X					DAC – Conditional Grant
SECTION: WASTE MANAGEMENT								
0506/040	Waste	TRANSFER STATIONS/ RECYCLE FACILITIES (ELECTRONIC WASTE TRANSFER STATION)	X	X	X	X	R0.2 R3.301 R0.22	Ext Loan
0607/037	Waste	FRONT END LOADER - Fleet		X	X		R2.5	WLM
0607/038	Waste	TIPPER TRUCK- Fleet		X	X		R1.2 R1.2	Ext Loan
0607/040	Waste	COMPACTOR TRUCK - Fleet		X	X		R1.5 R1.5 R1.5	Ext Loan
0708/045	Waste	SKIP BINS		X	X		R0.4 R0.4	WLM
0910/027	Waste	240 LITRE BINS (R2.5m)		X	X		R1.0 R1.0	
0708/048	Waste	REL COMPACTOR			X		R2.5	WLM
0708/050	Waste	ROLL ON TRUCK - Fleet (R2.5m) + (R1.2m)			X	X	R1.5 R1,7	WLM WRDM
0910/030	Waste	CHANGE ROOMS for staff		X	X		R0.21	WLM

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
0910/033	Waste	WESTONARIA REGIONAL WASTE TREATMENT WORKS (PLANNING AND FEASIBILITY STUDIES) PHASE 1		**X**	**X**	**X**		
1213/010	Waste	DEVELOPMENT OF A WASTE PROCESS FACILITY	**X**	**X**			R250 R2.0	
SECTION: STREET CLEANING								
0607/041	Waste	MECHANICAL BROOM					R1.0	MIG
SECTION: PARKS								
0607/074	Parks	UPGRADING OF PARKS: SIMUNYE EXT 2,3,4	**X**	**X**			R0.2	WLM
0708/053	Parks	UPGRADING OF PARKS: W/RIA: GOEDEHOOP STREET			**X**	**X**	R0.05	WLM
0708/054	Parks	UPGRADING OF PARKS: W/RIA: V/D STEL STREET			**X**	**X**	R0.08	WLM
0708/055	Parks	UPGRADING OF PARKS: W/RIA: CRESSWELL STREET			**X**	**X**	R0.045	WLM
0708/056	Parks	UPGRADING OF PARKS: G/HARVIE: MUSSELPOORT STREET			**X**	**X**	R0.05	WLM
0708/057	Parks	UPGRADING OF PARKS: H/HAVEN: SMARAG STREET			**X**	**X**	R0.05	WLM
0708/058	Parks	NEW PARK: W/ARIA: CREAN STREET	**X**	**X**			R0.05	WLM

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
0708/059	Parks	PLAYING EQUIPMENT: W/ARIA & G/HARVIE PARKS			X	X	R0.05	WLM
0708/061	Parks	WESTONARIA FOUNTAIN			X	X	R0.03	WLM
0708/062	Parks	HORTICULTURAL EQUIPMENT - ONGOING					R0.08	WLM
0910/039	Parks	UPGRADING OF PARKS: W/RIA DA GAMA			X	X	R0.050 R0.030	WLM
0910/036	Parks	UPGRADING OF PARKS: W/RIA CNR EDWARDS & BRIDGES			X	X	R0.050 R0.030	WLM
0910/038	Parks	UPGRADING OF NEW PARK: W/RIA: VENTERSPOST	X				R0.05 R0.03	WLM
0910/037	Parks	DEVELOPMENT OF NEW PARK: ZUURBEKOM			X	X	R0.05 R0.05	WLM
0901/041	Parks	CHERRY PICKER			X	X	R0.8	WLM
0910/086	Parks	NURSERY – Development		X	X		R0.2 R0.2 R0.2	WLM
1112/006	Parks	GREENING AND BEATIFICATION OF THE TOWN (EPWP) - ONGOING					R0,2 R1,5	WLM DPW
SECTION: CEMETERIES								
0506/039	Cemeteries	ESTABLISHMENT OF NEW CEMETERY SIMUNYE (PHASE 2)	X	X			R5.7	MIG
0607/083	Cemeteries	UPGRADING BEKKERSDAL (OLD) (PHASE 2) (R7,2m) (Pilot projects)			X	X	R2.0 R5.2	WLM DPW
0708/064	Cemeteries	W/ARIA: FENCING			X	X	R0.1	WLM
0809/033	Cemeteries	UPGRADING OF CEMETERY: W/ARIA (R250 000)		X	X	X	R0.05 R0.05	MIG

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
0809/034	Cemeteries	INTERNAL ROADS: WESTONARIA CEMETERY			**X**	**X**	R0.25 R0.25	MIG
0809/035	Cemeteries	ACCESS ROAD: WESTONARIA CEMETERY			**X**	**X**	R1.0 R1.0	MIG
0809/038	Cemeteries	CLOSURE PLAN: CEMETERY: BEKKERSDAL (OLD)			**X**	**X**	R0.05	DPW
0910/042	Cemeteries	TWO-WAY RADIOS'S		**X**	**X**		R0.03	
1213/009	Cemeteries	CONSTRUCTION OF OFFICE BLOCK FOR CEMETERY IN SIMUNYE	**X**				R5.0	MIG
1213/018	Cemeteries	PROVIDE NEW BURIAL SPACE IN BEKKERSDAL CEMETERY			**X**	**X**	R 0.4	WLM
FINANCIAL SERVICES								
Local Economic Development (LED)								
0304/004	LED	COMMUNITY SMALL SCALE AGRICULTURAL DEVELOPMENT		**X**			R0.8	LED
0708/019	LED	UPGRADING OF LED PROJECTS BUILDING		**X**			R0.2	Dep of EcomicDev (DED) Gauteng Economic Propeller Mines – Ezulweni and RU
0910/005	LED	N12/R28 INTERSECTION DEVELOPMENT NODE (R155m)				**X**	R155m	Dep of EcomicDev (DED) Gauteng Economic Propeller Mines – Ezulweni and RU

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
0809/018	LED	UPGRADING OF WESTONARIA Central Business District (CBD)				**X**	R180m	MIG, DED & Gauteng Economic Development Agency (GEDA)
0910/001	LED	WESTONARIA'S WELLNESS CENTRE				**X**	2012	R85m
0910/003	LED	ZUURBEKOM COMMUNITY DEVELOPMENT CENTRE:- Training of NGO's, youth and women empowerment facility and SMME's / Cooperative Business Skills Training			**X**		2012	R8m
0910/004	LED	CULTURAL VILLAGE: TOWARDS TOURISM PROMOTION				**X**	2013	R40m
0910/004	LED	N12/R28 Intersection Crafters Market & Cultural Village along the N12 route			**X**		2013	R5.0
INFRASTRUCTURE SERVICES								
SECTION: ELECTRICAL								
0304/020	Electrical	LOW VOLTAGE NETWORK DISTRIBUTION PANELS – Upgrade in Westonaria			**X**		R0.741 R1.0 R1,0	WLM
0304/021	Electrical	WESTONARIA PURIFICATION WORKS: UPGRADE ELECTRICITY SUPPLY - Upgrade				**X**	R3.2	WRDM
0304/023	Electrical	FEEDER CABLES MCGREGOR SUBSTATION - INSTALLATION			**X**		R4m	Ext Loan
0506/002	Electrical	WESTONARIA EXT. 10 - Electrification				**X**	R4.7	Ext Loan
0506/003	Electrical	WAGTERSKOP: FEEDER CABLE (R500 000) - Installation			**X**		R0.4 R0,1	Ext Loan

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
0506/004	Electrical	WESTONARIA EXT. 11 - Electrification				X	R2.0	WLM
0506/010	Electrical	FEEDER CABLE / RINGFEED INDUSTRIES LOCATION: PULLINGER ST, WESTONARIA (R800 000)				X	R0.6 R0.2	WLM
0506/013	Electrical	WESTONARIA STAND 982			X		R0.3	WLM
0506/014	Electrical	WESTONARIA STAND 1474			X		R0.25	WLM
0506/015	Electrical	WESTONARIA STAND R/1675			X		R0.5	WLM
0607/001	Electrical	BULK SUPPLY POINT WLM to SIMUNYE		X			R50m	WLM
0607/005	Electrical	FOWLER SUBSTATION (R1.5m) - Upgrade		X			R1.5	WLM
0607/010	Electrical	ABLUTION FACILITIES		X			R0.10 R,05	Ext Loan
0708/022	Electrical	VEHICLE FLEET	X	X			R5,1	WLM
0708/025	Electrical	NETWORK UPGRADING – R4m		X			R5.0	Ext Loan
0809/028	Electrical	GENERATORS - EMERGENCY				X	R8.0	Ext Loan
0809/030	Electrical	STREET LIGHTS (ZUURBEKOM)			X		R6.0	Finance To be Sourced
1213/028	Electrical	HIGHMAST LIGHTS IN BEKKERSDAL	X	X			R0,25	WLM
0910/009	Electrical	INTEGRATED ASSET MANAGEMENT – (GRAP 17)	X	X			R7.0	To be secured
0910/006	Electrical	BULK SUPPLY POINT ZUURBEKOM / SYFERFONTEIN				X	R40m	WLM
0910/008	Electrical	SIMUNYE ELECTRICAL SUBSTATION AND RETICULATION UPGRADING	X				R10.0	WLM

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
0901/016	Electrical	RIPPLE CONTROL			X		R3.0	To be identified
0910/017	Electrical	MIDDELVLEI: ELECTRICAL BULK SUPPLY	X				R3.0	BRP 0304/018
1213/007	Electrical	WESTONARIA STREET LIGHTS	X				R1,02	MIG
WATER								
0607/048	Water	REPLACE AC PIPES: GLENHARVIE	X				R0.3	Ext Loan
0607/049	Water	REPLACE AC PIPES: ZUURBEKOM				X	R0.2	Ext Loan
0607/051	Water	REPLACE AC PIPES: VENTERSPOST	X				R4,2	Ext Loan
0607/057	Water	LDV FOR PLUMBERS	X				R0.1	WLM
0708/032	Water	PIPES: AC: REPLACEMENT (Anytime within 5 years)				X	R0.13 R0.13 R0.13	Ext Loan
0809/066	Water	PRE-PAID WATER METERS (R14.9m)	X				R3.7 R1.0 R2.0 R 8.0	MIG
0910/020	Water	WATER DEMAND MANAGEMENT PROJECT:- REPLACEMENT OF OLD WATER/VALVES, PRV'S ETC METERS APPROX 30 000 UNITS (R55m)		X	X		R1.5 R3.5 R2.0	DWAF
0910/021	Water	BEKKERSDAL WATER RETICULATION NETWORK UPGRADE/REFURBISHMENT (EMERGENCY INTERVENTION)			X		R15m	To be identified and secured

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
1213/008	Water	UPGRADING/ REFURBISHMENT OF MAIN WATER LINE WITHIN WESTONARIA (INDUSTRIAL AREA)			**X**		R1.0	MIG
SECTION: SEWERAGE SECTION								
0304/029	Sewerage	SEWERAGE PROTEA PARK – provide outfall sewer			**X**		R5.0	WLM
0304/036	Sewerage	REPLACE VACUUM TANKER		**X**			R0.35	Ext Loan
0607/064	Sewerage	GLENHARVIE RESERVOIR-REPAIR ROOF		**X**			R0.3	WLM
0607/065	Sewerage	UPGRADE SEWER WORKS MOD.1- Refurbishing Hannes van Niekerk WWTW		**X**			R0.6	WLM
0809/065	Sewerage	ROOF SLUDGE PLANT		**X**			R0.035	Ext Loan
0809/039	Sewerage	ZUURBEKOM SEWER OUTFALL PIPELINE & PUMP STATION / Zbekom Sewer Plant Construction			**X**		R 41.0	MIG
0910/013	Sewerage	SYFERFONTEIN SEWER MAIN LINE INCLUDING PUMP STATION AND RETICULATION				**X**	R35.0	DLG – Sewer Backlog grant
0910/096	Water	HANNES VAN NIEKERK WASTE WATER TREATMENT PLAN UPGRADE BY 15ML/DAY (R1m – PLANNING)	**X**	**X**	**X**	**X**	R264.7	MIG WRDM DWAF
1213/013	Sewerage	REHABILITATION OF MAIN OUTFALL SEWER LINE IN WESTONARIA				**X**	R0.87	MIG
1011/001	Sewerage	HANNES V NIEKERK MECHANICAL REFURBISHMENT (R13m)	**X**				R22.1	MIG

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
SECTION: WATER								
1213/011	Water	CONSTRUCTION OF MAIN WATER LINE IN WATERPAN				**X**	R2,0	MIG
1213/022	Water	STORMWATER MANAGEMENT AT 3 ENTRANCES TO SIMUNYE			**X**		R3,5	WLM
0708/041	Storm-water	GLENHARVIE WALKWAYS				**X**	R0.40	WLM
0910/090	Storm-water	REPLACEMENT OF STEEL STORM WATER MANHOLE COVERS, STORM WATER GRIDS/INLETS WITHIN GREATER WESTONARIA TO POLYMER/CONCRETE (LOCAL CONTRACTORS)		**X**			R1.5	WLM
0910/091	Storm-water	REPAIR / REPLACEMENT OF GUARD RAILS	**X**				R2.5	WLM
0910/092	Storm-water	CONCRETE LINING OF UNLINED STORM WATER CHANNELS WITHIN GREATER WESTONARIA USING LABOUR INTENSIVE METHODS		**X**	**X**		R200.0	WLM
0910/093	Storm-water	CLEANING OF OPEN STORM WATER CHANNELS USING LABOUR INTENSIVE METHODS	**X**				R0.55	WLM
1011/001	Storm Water	SIMUNYE – LINING STORM-WATER CHANNELS WITH CONTCRETE		**X**	**X**		R1.5	WLM
SECTION: ROADS								
0506/035	Roads	REHABILITATION ROADS IN ZUURBEKOM				**X**	R74.0	MIG
0607/011	Roads	UPGRADE PORTION OF JAN BLIGNAUT RD				**X**	R5.5	MIG

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
0607/017	Roads	INTERNAL ROADS: SIMUNYE (LABOUR INTENSIVE) 5 YEARS Phase 2	X				R61.2	MIG
0607/021	Roads	EXTENSION OF PAVING W/ARIA CEMETERY		X	X		R0.2	WLM
0607/022	Roads	EXTENSION OF PAVING B/DAL CEMETERY		X	X		R0.1	WLM
0607/023	Roads	EXTENSION OF WALKWAYS: BOTHA STR		X	X		R0.1	WLM
0607/032	Roads	REPLACE TIPPER TRUCK (15 TON) (X3)		X			R0.75	WLM
0607/033	Roads	GRID COMPACTION ROLLER (10 TON)		X			R0.45	WLM
0607/034	Roads	REPLACE FLAT BED TRUCK (4 TON) (X4)		X			R0.9	WLM
0708/036	Roads	RESURFACING: W/ARIA (R1.5m)	X				R2.5 R1.5	Ext Loan
0708/037	Roads	WALKWAYS: EXTENSION: SIMUNYE	X				R0.2 R0.2 R0.2	Ext Loan
0708/038	Roads	WALKWAYS: UPGRADING: CBD		X			R0.1 R0.1 R0.1	Ext Loan
0708/068	Roads	LINK ROAD: BEKKERSDAL & SIMUNYE	X				R16.0	BRP
0708/070	Roads	CONSTRUCTION OF BRIDGE OVER RAILWAY - Simunye	X				R2.96	BRP
0708/083	Roads	ROAD 1783 GLENHARVIE (PROVINCIAL ROAD)		X	X		R10.0	Dep of Transport, Roads and Works
0910/026	Waste	RESURFACING OF SANITATION YARD				X	R0,25	WLM

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
0910/111	Roads	REPLACEMENT OF OLD KERBING WITHIN GREATER WESTONARIA (LABOUR INTENSIVE)				X	R0.5	WLM
0910/112	Roads	UPGRADING OF VENTERSPOST ROADS			X		R10.0	Funds to be sourced
0910/113	Roads	ERADICATION OF ALL GRAVEL ROADS IN WATERPAN				X	R32.0	Funds to be sourced
0910/115	Roads	SIMUNYE EXTENSIONS: - 27KM Construction of outstanding roads and related storm-water in Simunye extensions		X	X		R3,3	Funds to be sourced
0910/116	Roads	VENTERSPOST: 19KM Construction of outstanding roads and related storm-water in Venterspost				X	R28.5	Funds to be sourced
0910/117	Roads	GEORGE SACHS ROAD – 3KM P2375 CONSTRUCTION	X				R10.0	GAUTRANS
0910/118	Roads	UPGRADING OF VAN DER BIJL STREET (2KM)				X	R10.0	WLM
0910/119	Roads	WIDENING OF ROAD TO WESTONARIACEMETERY TO ACCOMMODATE DUAL TRAFIC (3KM)				X	R12.0	Funds to be sourced
0910/121	Roads	CONSTRUCTION OF ROADS AT THUSANANG				X	R20.0	Funds to be sourced
0910/122	Roads	LINK ROAD BETWEEN SIMUNYE EXT 2 AND EXT 4 (1.5KM)	X				R6.0	Funds to be sourced
0910/123	Roads	LINK ROAD BETWEEN BEKKERSDAL AND COOKE III MINE FROM UPTOWN – 4KM				X	R11.0	Funds to be sourced

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
0910/124	Roads	RECONSTRUCTION OF THE ROAD TO HANNES VAN NIEKERK SEWERAGE PLANT – 4KM		**X**			R11.0	Funds to be sourced
0910/126	Roads	RECONSTRUCTION OF ROAD FROM WESTONARIA TO VENTERSPOST (7KM)		**X**			R22.0	Funds to be sourced
1213/004	Roads	WALKWAYS IN ZUURBEKOM				**X**	R0,60	WLM
1213/005	Roads	UPGRADING OF SIMUNYE RANK		**X**			R5,0	DEPT OF TRANSPORT & OTHERS
SECTION: CONSTRUCTION								
0607/018	Construct	TAXI RANK: WESTONARIA STATION (PHASE II)	**X**				R5.0	WRDM
	Construct	CONSTRUCTION OF THE RENEWAL PROGRAMME: - INTEGRATED TRANSPORT SYSTEM:- TAXI FACILITIES, STREET LIGHTS, PARKS, SECURITY CAMERAS – CCTV, STREET VENDORS, STORM-WATER FACILITIES.				**X**	R180m	Funding to be secured and detailed plans to be developed
1213/017	Construct	CONSTRUCTION OF A RAILWAY STATION						
SECTION: PLANNING								
0708/079	Planning	UPGRADE COUNCIL CHAMBER PHASE II				**X**	R9.0	Funding to be sourced
0506/047	Planning	FENCE AT LANDFIL SITE			**X**		R0.7	WLM
0506/048	Planning	FENCE AT WESTONARIACEMETERY			**X**		R0.3	WLM
0506/049	Planning	FENCE AT PURIFICATION WORKS			**X**		R0.6	WLM
0506/050	Planning	FENCING ZUURBEKOM CLINIC			**X**		R0.4	WLM

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
0506/051	Planning	REPLACE ROOF LIBRARY			X		R1.0	Funding to be sourced
0506/052	Planning	FOOD STALLS			X		R0.1	WLM
0506/053	Planning	PROTEA PARK SEWER LINE PHASE I			X		R2.2	WLM
0607/043	Planning	SURFACING OF YARD (CONCRETE)			X		R0.08	Ext Loan
0607/044	Planning	ARCHIVESYSTEMFORBUILDING PLANS (PHASE I)			X		R0.3	WLM
0607/045	Planning	PLAN CABINETS			X		R0.015	WLM
0708/071	Planning	RAILWAY LINE: INDUSTRIAL AREA – R250 000			X	X	R0.15 R0.10	WLM
0708/072	Planning	GIS UPGRADE – R2m	X				R0.4 R0.5 R0.6	WRDM
0708/073	Planning	ABLUTION BLOCK -		X			R0.5	Ext Loan
0708/074	Planning	ROOF AT CIVIC CENTRE		X			R0.5 R1.0	Ext Loan
0708/076	Planning	BANQUET HALL CEILING	X				R0.60	Ext Loan
0708/077	Planning	MECHANICAL AND BUILDING EQUIPMENT		X			R0.07	WLM
708/078	Planning	REPLACEMENT OF VEHICLE FLEET – 5 YEARS – R31.3m	X				R3,1 R10.49 R15.1	Ext Loan
0809/042	Planning	TOPCON REAL-TIME CINEMATIC GLOBAL GPS				X	R0.4	WLM
0910/010	Planning	TELEMETRY INSTALLATION AND GIS SYSTEM		X	X		R1.0 R4,0	Funding to be secured
1213/012	Planning	UPGRADING / REFURBISHMENT OF THE GYMNASIUM IN BEKKERSDAL	X				R2.0	MIG

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
SECTION: HUMAN SETTLEMENT AND RURAL DEVELOPMENT								
0506/026	Housing	SIMUNYE LOW COST HOUSING – 114 (R12.2m) Ext 2	**X**				R2.2	BRP
0506/028	Housing	WESTONARIA N12 (SOUTH) LOW COST HOUSING 6500 units (BORWA)	**X**				R60.0	BRP
0708/003	Housing	RELOCATION OF HOSTEL PROJECT 16 BUSINESS PLAN FOR B/DAL RELOCATION (using Market Analysis)		**X**			R1.5	BRP
0809/001	Housing	UPGRADING: BEKKERSDAL HOUSING OFFICE (R250 000)		**X**			R0.30	WLM
MECHANICAL WORKSHOP								
0809/046	Workshop	RENOVATIONS: WORKSHOP		**X**			R0.08	Ext Loan
SECTION: LANDFIL								
0708/043	Landfill	SOLID WASTE DISPOSAL SITE REHABILITATION (Phase 3)	**X**				R26.4	MIG
HUMAN SETTLEMENT AND RURAL DEVELOPMENT								
0910/101	Housing	SYFERFONTEIN- 33 000 UNITS – MIXED HOUSING DEVELOPMENT		**X**	**X**			Private Development
0910/102	Housing	THUSANANG HOUSING – 1400 UNITS		**X**	**X**			DoH – Breaking of New Ground Project
0910/103	Housing	SIMUNYE – 500 units	**X**					
0910/104	Housing	DROOGEHEUWEL & MIDDELVLEI (MOHLAKENG EXT 11) – 3500 UNITS	**X**					DoH

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
CORPORATE SERVICES								
SECTION: LEGAL AND PROPERTY SERVICES								
0506/019	Legal	WESTONARIA STAND R/1675				**X**	R0.0	WLM
0506/020	Legal	WESTONARIA EXT. 10			**X**		R0.0	WLM
0506/021	Legal	N12 RIBBON DEVELOPMENT / HOUSING				**X**	R0.0	WLM
1213/006	Legal	PROMULGATION OF BY-LAWS	**X**				R0.25	WLM
0910/072	Property	LAND USE MANAGEMENT SYSTEM		**X**			R1.0	WLM
ADMINISTRATION								
0607/102	Admin	RESEALING, REPAIR / REPLACEMENT OF ROOFS: BANQUET HALL COMPLEX			**X**	**X**	R1.7	Not confirmed yet
0607/104	Admin	RESEALING & REPAIR OF ROOFS: TRAINING CENTRE		**X**	**X**		R0.05	WLM
0708/079	Admin	EQUIPMENT FOR MEETINGS (PROJECTORS, SCREENS, MICORPHONES)		**X**			R0.05	WLM
0910/080	Admin	SHELVES/LOCKABLE CUPBOARDS: RECORDS SUBSECTION		**X**			R0.05	WLM
0809/049	CorpS	UPGRADING OF PUBLIC TOILETS (Civic Centre Halls) BanquetHallPaulNel& OfficeBuilding, Zbekom		**X**			R0.30	WLM
0809/050	CorpS	PAINTING- BEKKERSDAL MUNICIPAL BUILDING & INTERIOR OF BANQUET HALL, Zbekom				**X**	R0.15	WLM

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
0809/053	CorpS	SHADE PORTS		X				
0809/054	CorpS	UPGRADING KITCHENS – MUN BUILDINGS X 2 Replace Refrigerator		X			R0.150	WLM
0910/077	CorpS	CURTAINS IN BANQUET HALL		X			R0.206 R0.25	WLM
0910/106	CorpS	PARTITIANING/SLIDING DOORS GROUP ACTIVITY ROOM		X			R0.100	WLM
0910/079	CorpS	RENOVATION: BOARDROOM		X			R0.125	
0910/081	CorpS	RENOVATION: MAIN ENTRANCE			X		R0.15	WLM
0910/109	CorpS	UPGRADING/PURCHASING OF IT EQUIPMENT: HR, ADMIN, HOUSING, LEGAL, PROPERTY			X		R0.15	WLM
HUMAN RESOURCES								
0708/080	HR	EQUIPPING THE TRAINING CENTRE: COMPUTERS & SOFTWARE, PRINTER, TYPIST CHAIRS, TABLES, BLINDS, FILING CUPBOARD SYSTEM		X				
0809/056	HR	PROJECTOR, SCREEN & AIRCON			X			
0910/063	HR	RENOVATION OF 2 TRAINING CENTRES		X				
SECTION: POLITICAL STRUCTURE								
0809/057	Exec Mayor	ADVANCE VEHICLE (E/MAYOR)			X		R0.20	WLM
INFORMATION COMMUNICATION TECHNOLOGY								
1213/019	IT	ADDITIONAL STORAGE HARDWARE	X				R 0,07	WLM
1213/202	IT	OPERATIONING SYSTEM - UPGRADE	X				R0.25	WLM

IDP REF.	SECTION	DESCRIPTION OF PROJECT	2012/13	2013/14	2014/15	2015/16	AMOUNT (MILLION)	SOURCE
1231/021	IT	UPGRADE EXTERNAL LINKS TO SATELITE OFFICES	**X**				R0.15	WLM
GENERAL								
1213/001	ALL	COMPUTER SOFT AND HARDWARE	**X**				R0,23	WLM
1213/002	ALL	FURNITURE FOR NEW APPOINTEES AND UPDGRADING OF EXISTING ONES	**X**				R0,47	WLM
0708/022	ALL	VEHICLE FLEET					R2,5	WLM

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